

CITY OF CONCORD



OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2019
JULY 1, 2018 – JUNE 30, 2019

For the City of Concord, New Hampshire, as
adopted by the Concord City Council on
June 14, 2018.

A handwritten signature in blue ink, appearing to read "Thomas A. [unclear]", is written over a horizontal line.

City Manager

Table of Contents

Page No.

<u>Schedule</u>	4
<u>Transmittal Letter</u>	5
 <u>Budget Summary</u>	
Revenue by Function	23
Expense by Function	
Revenue by Classification	
Expense by Classification	
Citywide Organizational Chart	
Position/Full Time Equivalent (FTE) Information	
 <u>Resolutions</u>	
Summary Resolution.....	39
Budget Resolution.....	40
Bonded Project Resolution	45
Bonded Project Listing (Worksheet 1).....	47
 <u>General Fund</u>	
Revenue	52
 General Government	
Budget Summary	60
City Manager.....	61
Legal.....	64
Assessing.....	67
Human Resources.....	70
Finance	73
Information Technology.....	76
City Council	79
City Clerk	89
General Overhead.....	92
 Public Safety	
Budget Summary	98
Police.....	99
Fire	105
 General Services	
General Services.....	108
Supplemental Reports—Snow and Ice Control and Downtown Services	

Table of Contents

	<u>Page No.</u>
Community Development	
Community Development	112
Leisure Services	
Budget Summary	116
Library	117
Parks and Recreation	120
Human Services	
Human Services.....	124
<u>Special Revenue Funds</u>	
Budget Summary	127
Project Inspection Fund.....	128
Parking Fund	131
Airport Fund.....	137
Conservation Property Fund	140
<u>Enterprise Funds</u>	
Budget Summary	142
Golf Fund	143
Arena Fund.....	147
Solid Waste Fund	151
Water Fund.....	155
Wastewater Fund.....	159
<u>Tax Increment Finance (TIF) Districts and Capital Improvement Program (CIP)</u>	
Budget Summary	163
Tax Increment Finance Districts	164
North End Opportunity Corridor TIF	165
Sears Block (Capital Commons) TIF	167
Penacook Village TIF	169
CIP Introduction and Prioritization of Projects	171
CIP Appropriation by Funding Source.....	172
CIP Appropriation by Department	173
CIP Project Listing.....	177
Ratios of Long Term Debt Outstanding and Legal Limits.....	181
Ratios of Outstanding Debt by Debt Type	182
Assessed and Estimated Full Value of Real Property	183
Change in Fund Balances, Governmental Funds	184
CIP Budget Listing by Funding Source	185
CIP Summary Listing.....	193
Project by Funding Source.....	194
Project by Category	217
Project Detail.....	245

Table of Contents

	<u>Page No.</u>
<u>Appendices</u>	
Appendix A — Compensation.....	579
Appendix B — Service Reductions	592
Appendix C — Program Change Requests.....	593
Appendix D — Goals and Policies	598
Appendix E — Glossary and Other Information	605
Appendix F — Pro Formas	624

Finance Committee Budget Schedule

City Council Chambers

May 11	(Friday)		Budget Delivery to City Council
May 21	(Monday)	5:30 PM	City Manager's Fiscal Year 2019 Budget Presentation - Schedule - Transmittal Letter - Budget Summaries - Resolutions - General Fund Revenue
May 24	(Thursday)	5:30 PM	General Government (Administration) Public Safety - Police - Fire General Services
May 28	(Monday)		Holiday
May 31	(Thursday)	5:30 PM	Community Development Leisure Services - Library - Parks and Recreation Human Services
June 4	(Monday)	5:30 PM	Special Revenue Funds - Project Inspection - Parking - Airport - Conservation Property Enterprise Funds - Golf Course - Arena - Solid Waste - Water - Wastewater
June 7	(Thursday)	5:30 PM	Non Public Session: Comp Adjustment Capital Improvement Program - TIF Districts - Capital
June 11	(Monday)		Regular City Council Meeting
June 14	(Thursday)	5:30 PM	Committee Work Session Public Hearings Public Hearing Action (Budget Adoption)



CITY OF CONCORD

New Hampshire's Main Street™

DATE: May 11, 2018

TO: Honorable Mayor James Bouley and the Concord City Council

FROM: Thomas J. Aspell, Jr., City Manager *TJA*

SUBJECT: Fiscal Year 2019 Budget Transmittal Letter

Herewith, I respectfully submit to you the City of Concord Operating Budget and Capital Improvement Program for the fiscal year July 1, 2018 through June 30, 2019.

While Concord has always been a vibrant City, each year new initiatives continue the momentum to achieve even better results. The City remains in a strong financial position with new major investments. Downtown living areas are being developed and executed; the economy continues to diversify; public infrastructure is continuously improving; public spaces are receiving major building and enhancements; and the City remains committed to protecting those citizens that are the most vulnerable.

This budget continues to support and execute the City Council's main priorities of:

- Balanced Budget Issues
- Community-wide Economic Development Initiatives to Expand Tax Base
- Public Safety Work and Continued Support of Social Safety Network
- Public Information, Marketing & Communications
- Parking Master Plan/Implementation Measures
- Foster/Enhance Dialogue with Legislative Delegation
- Enhance Community Event Opportunities
- Sustainability Initiatives

FY 2018 Highlights

Through long-term planning, conservative spending and sound investments, the City has made progress on many important fronts with accomplishments during Fiscal Year 2018, including:

- Continued regional and national recognition of the Downtown Complete Streets Project from: American City & County Magazine, American Public Works Association, Institute of Traffic Engineers, New Hampshire Preservation Alliance, American Planning Association – Northern New England Chapter, New Hampshire Magazine Best of NH, New Hampshire Planners Association, American Council of Engineering Companies of New Hampshire and Able NH.
- Completion of the Loudon Road Project;
- Hired new Public Information Officer;

- Hired new City Engineer;
- Reorganized General Services;
- New General Services Deputy Director;
- New General Services Administrative Division Manager;
- New Finance Purchasing Manager;
- Parking Strategic Plan Rate Structure Adoption;
- Started Renovation of School Street Parking Garage;
- Built new Community Center to be online by June 2018;
- Implemented I-legislate agenda software for Fiscal Policy Advisory Committee;
- Installed new boiler system in City Hall campus to replace steam heat;
- Replaced Keach Park pool;
- Replaced Ambulances 4 and 5;
- Rollins Park rehab of trees, wall, facilities, pathways and playground areas;
- Replaced roof at Hall Street Wastewater Facility and recoated COMF roof;
- Started first phase of Beaver Meadow Golf Course irrigation system improvement and bunker improvements;
- Completed Police Department communications equipment replacement;
- Reconstructed tennis courts at Memorial Field;
- Implemented the third year of the Enhanced Neighborhood Street Paving Program;
- Allocated additional funding from Highway Block Grant and Street Excavation Cut Fees for additional highway improvement funds;
- Started infrastructure work around Concord High School and adjacent streets;
- Held second year of “Concord Civics Academy.”
- Initiated design work on Hooksett Turnpike and Birchdale Road Bridge replacements;
- Replaced Point of Sale software at Beaver Meadow Golf Course;
- Hired consultant for Form Based Code initiative;
- Improving terminal lobby at Concord Municipal Airport;
- City partnership with State on Governor’s Conference on Tourism;
- Invested in a business incubator feasibility study; and
- Eliminated the assessment of non-residential impact fees.

Vision for FY 2019

The City Council and City Administration continue to strategically pursue a long-term approach towards budgeting, capital and other operational projects that allow Concord to be very proactive in creating a sustainable economic climate. The Fiscal Year 2019 budget builds on the City’s strong fiscal management record, implements thoughtful programs, modernizes processes, and invests in specific initiatives to achieve a thriving, healthy and innovative City.

Fiscal Year 2019 Budget Highlights

The proposals presented in this budget continue to focus on citizen safety, economic development, improved quality of life and enhanced municipal services and infrastructure.

Public Safety

Concord remains one of the safest cities in America; however, like communities across the country, we are facing major law enforcement and public health challenges with the continuing opioid crisis and an ongoing increase in the number of requests for services related to mental health issues. Our public safety departments have performed bravely and compassionately. They have effectively built the public's trust amidst these nationally rising challenges utilizing innovative strategies, data, transparency and unwavering commitment.

The City's Police and Fire Departments continue to engage the community in many different ways. In Fiscal Year 2019 the City plans to make additional investments in public safety, including efforts to address substance abuse issues, community policing and homelessness. The Fiscal Year 2019 budget would include:

- Funds for additional training for Fire dispatch operations;
- Provides for additional paramedic refresher training;
- Increases Police dispatchers from grade 12 to 13;
- Additional Police radio tower space, rental increase;
- Fully funds the Problem Oriented Policing (POP) Program;
- Police station improvements: Renovated bathrooms, flooring and stairwells;
- Improves Police records management system to all digital, first of three phases;
- Police firearms range improvement;
- Replaces patrol rifles, phase 2 of 2;
- Continues the replacement of police vehicles;
- Replaces the Police Department's Taser inventory;
- Replaces Ambulance #7;
- Replaces four Fire Department vehicles;
- Replaces forestry unit #5;
- Installs engine exhaust systems at three fire stations;
- Fire Department hose and equipment replacement;
- Fire Alarm infrastructure replacement;
- Replaces a portion of firefighting protective clothing; and
- Thermal imaging cameras.

Parks & Recreation

A proposal for the next phase of the Parks and Recreation Department reorganization realigns our resources and allows for a more expansive vision which now includes a state of the art Multi-Generational Community Center. The new permanent part-time, part-time and contracted instructor positions at the Multi-Generational Community Center will provide exceptional support for our residents. Also, the upgraded position for the Assistant Parks and Recreation Director will help institute a succession plan for the department.

Our recent era of parks renewal will continue in Fiscal Year 2019. This budget includes funding for the new Multi-Generational Community Center including operational costs and the first portion of the debt service costs; as well as funding to undertake the reforestation and improvement of amenities at Rollins Park and to complete the reconstruction of five tennis courts at Memorial Field. Other initiatives proposed include:

- Merrimack River Greenway Project;
- Replace basketball and hockey lights at White Park;
- Install paved pathway to connect Keach Park to new community center;
- Replace tennis courts at Rolfe Park;
- Phase 2 repair of stone wall along Broadway at Rollins Park;
- Repair granite stairs, foundation and repoint brickwork at West Street Ward House;
- Install a pre-action fire suppression system at Green Street Community Center;
- Electrical improvements at City Auditorium;
- Memorial Field and Doane Diamond structural engineering of bleachers;
- Repairs to pocket parks at West Street, Fletcher Murphy and Thompson Street Play Lot;
- Beaver Meadow Golf Course pro-shop windows, doors, electrical work, and bathroom renovations; and
- Beaver Meadow phase 2 of irrigation system replacement on holes 14, 15 and 16, and fence along the 9th fairway.

Transportation Network Improvements

The investments included in the Fiscal Year 2019 Proposed Budget move toward an improved overall transportation network, while at the same time “taking care of basics,” including funding for repair and maintenance of the road system, and greater emphasis on the needs of individual neighborhoods. Projects and initiatives in this proposed budget include an increase to the Annual Neighborhood Paving Program through a .25% addition to the tax rate, bringing the annual funding in the budget to a 1.25% increase on the total tax rate since the Fiscal Year 2017 budget. This will allow the City to repave nearly 10 miles of streets this spring and an additional five miles during the coming fiscal year. Other proposed improvements in Fiscal Year 2019 are:

- Final design, permitting and right of way easements for Langley Parkway;
- North Pembroke Road Bridge replacement;
- Continuation of the phased rehabilitation of the Airport’s taxiway A and itinerant ramp;
- Terminal Area Study to identify potential redevelopment opportunities within and along the airport;
- Traffic signal improvements at North Main/Bouton/I-393;
- Concord Area Transit bus replacements; and
- Overhaul Bicentennial Square lavatories.

Water/Wastewater/Storm Water Improvements:

- Implementation of storm water drainage improvements to Abbottville/Hood outfall and Roger Street/Tenney Street outfall areas; hydraulic cleaning of storm drain from Commercial Street to Fort Eddy Road; and Portsmouth Street culvert replacement;
- Replace 6” and 8” water mains along Westbourne, Woodman and Minot Streets;
- Water Plant improvement;
- Water meter replacement program;
- Water pump station improvements;
- Hydrant and valve replacement program;
- Water system asset management software;
- Hall Street odor control;

- Hall Street plant improvements;
- Sewer main rehabilitation and construction;
- Sewer video inspection equipment; and
- Penacook treatment plant improvement.

Long Term Planning & Economic Development

This budget provides funding to continue work on the next phase of a form-based code which will significantly revise the City's Zoning Ordinance. This new code will enact common sense zoning requirements designed to ensure that new in-fill development within Downtown Concord, Penacook Village, and the Opportunity Corridor will be of a similar size and mass to existing development, as well as architecturally appropriate and complementary to the historic development patterns of these neighborhoods. The new ordinance will help ensure that development will be sustainable, livable, and beautiful; as well as reinforce and support the City's recent investments in the renovation of the streetscapes in Downtown Concord and Penacook Village.

To attract and retain a robust business climate, the City is committed to supporting existing and new economic development opportunities. Tangible efforts in this budget include:

- Continued funding for Economic Development Director position;
- Participation in national and international trade shows;
- Continued streamlining/elimination of outdated/onerous regulations;
- Community Development tracking and permitting software; and
- Funding to expand downtown arts program.

Building & Code Division Restructuring

At the onset of the Great Recession, the Code Administration office experienced significant cuts in what was envisioned to be a temporary solution to meet a tremendous fiscal challenge. Positions were left unfunded and others downgraded from full-time to part-time. Thankfully, several retired employees opted to return to the City on a part-time basis which provided great institutional continuity but was not sustainable in the long term. It has now been nearly a decade, and with the increased buzz around Concord—generated by the Main Street project—we are seeing greater redevelopment, a growing number of restaurants, and more demand for special events. This new environment, coupled with the anticipated retirements (and “re-retirements”) of several seasoned staff over the next 1-3 years, has made it evident that organizational change is, once again, needed. This budget proposes a re-organization that will provide a sustainable, enhanced level of customer service to contractors, residents, and business owners. It will also allow the City to more effectively coordinate a greater number of special events and other downtown programs.

Marketing & Communications

Communication is vital to accomplishing established goals. The successful “Report a Concern” page on the City's website, the daily use of social media, workshops associated with major capital projects and street improvements, and the numerous speaking engagements undertaken by City staff have all been positively received in recent years. Fiscal Year 2019 will continue to improve communication efforts with the full year of funding for the City's new Public Information Officer (PIO). The PIO will be integral to spreading the message of the great work done by all of our City departments, as well as serving as a resource for the public.

City Facilities

As a large property owner, the City has a responsibility to maintain and enhance its physical plant for the continued use of the public and staff. To that end, the Fiscal Year 2019 budget includes:

- Facility Needs Assessment and Renovation Plan for municipal buildings;
- Combined Operations and Maintenance Facilities (COMF) improvements;
- Library facilities and equipment improvements; and
- Cemetery Improvements.

Housing

The City continues to support the Housing First strategies, spearheaded by the Concord Coalition to End Homelessness and supported by many partners that have helped serve the city's homeless population in recent years. Funding in the amount of \$30,000 is recommended for the homeless shelter operations.

Proposed Tax Rate Increase

All of the efforts undertaken in this budget are reflected in the 3.96% tax rate increase. This increase includes compensation and benefit costs, debt service costs for capital projects approved in past budgets, and an additional .25% on the tax rate specifically for the neighborhood paving program.

Fiscal Year 2019 Budget Details

New budgetary items include:

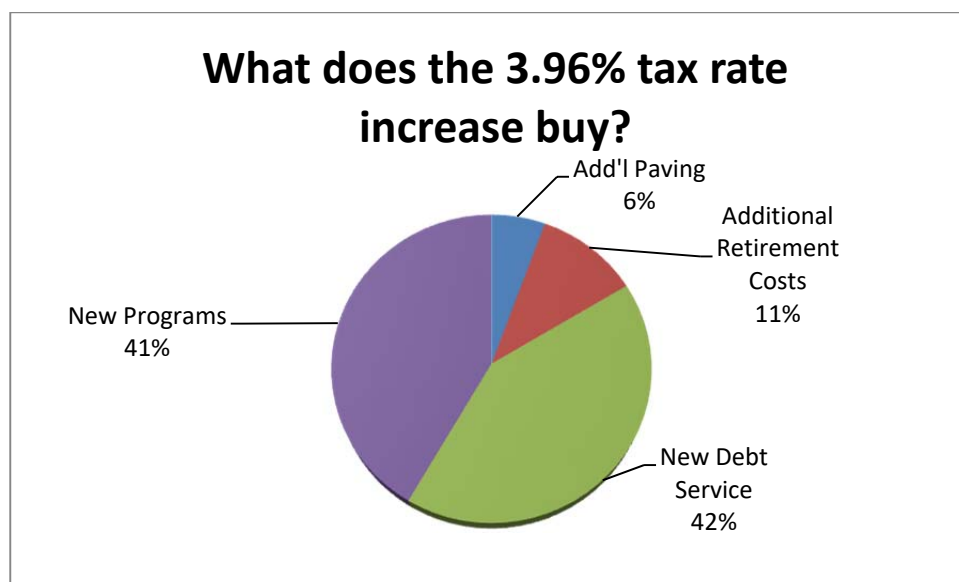
- \$1,330,000 for compensation adjustments;
- \$794,000 in additional debt service costs;
- \$638,000 for all other employee benefits;
- \$375,000 new community center operating costs;
- \$204,000 increase of retirement costs;
- \$158,000 of reduced General Fund revenues that will be realized in the Parking Fund;
- \$106,000 additional .25% for paving program;
- \$150,000 expenses transferred to General Fund to support the Parking Fund changes;
- \$103,000 Code Administration Division reorganization;
- \$40,000 increase in vehicle parts for General Services fleet;
- \$30,000 support for homeless shelter operations;
- \$25,000 improve shared custodial services at various City properties;
- \$13,000 increase in street crews uniform costs for quality high visibility uniforms;
- \$6,900 increase frequency of mowing Langley Parkway;
- \$6,000 trees for parks;
- \$5,600 iPads for Planning Board;
- \$5,000 League of New Hampshire Craftsman for Fall craft fair in Concord;
- \$4,900 to increase Police Dispatchers' labor grade;
- \$4,500 for additional space on Plausawa Hill and Crown Castle Tower rental for Police Department;
- \$4,000 increase part time hours in Collections Office;
- \$3,200 fence guard for a portion of Memorial Field; and
- \$500 temporary toilets for 4th of July fireworks celebration.

Changes in Employee Positions and Improved Operating Efficiency

The Fiscal Year 2019 budget recommends the following changes:

- \$209,900 to add one full-time Maintenance Technician, two part-time Recreation Assistant, one part-time Custodian and six part-time Community Center Attendant positions as part of the new community center staffing model;
- \$103,000 Code Administration Division reorganization;
- \$66,600 to add a Maintenance Aide for General Services funded by the Parking Fund;
- \$41,200 for three Library technicians to staff the new community center;
- \$37,700 to reallocate a Public Properties Maintenance Aide to the Downtown Services Team and funding shift from Parking Fund to General Fund;
- \$34,800 for two new Parking Enforcement Officers, 24 hour per week positions, for mobile unit staffing. Meter and ticket revenue more than offsets cost of increased staff;
- \$25,600 to add a part-time Property Room Technician;
- \$24,700 to reassign a Wastewater custodial position to Public Properties, a shared position with General Fund;
- \$17,400 for two new Parking Enforcement Officers, 12 hour per week positions, for weekend and night enforcement. Meter and ticket revenue more than offsets cost of increased staff.
- \$4,100 to upgrade Dispatch staff positions;
- \$4,000 to increase hours for Municipal Customer Service Representative in the Collections Office;
- \$3,500 to increase the part-time Arena Supervisor to full-time.

Two significant changes to this budget are the inclusion of the operating costs for the new Multi-Generational Community Center and a transfer of some costs previously borne by the Parking Fund for General Fund services. The General Fund is also foregoing more than \$150,000 of revenue previously recorded here and proposed to be recognized in the Parking Fund.



Debt Service

As compared to Fiscal Year 2018, new debt service costs for Fiscal Year 2019 are \$794,000, increasing total debt service to \$7,001,000 or 10.76% of the general fund budget. This is slightly higher than the City's Fiscal Goal E1, which limits the General Fund debt service expenditures to no more than 10% of total appropriations.

What does this debt service buy for the community? Some of the notable projects included in the Fiscal Year 2019 debt service costs are:

	<u>2019 Debt Service Amount</u>
New Multi-Generational Community Center	\$324,000
Municipal complex steam heat conversion projects	\$103,000
New ERP software	\$85,000
Fire Department vehicle replacements	\$77,000
Police Department communication center improvements	\$76,000
General Services vehicle replacements	\$69,000
Keach pool	\$54,000
Stormwater improvement project	\$43,000
Hooksett Turnpike and Birchdale Road bridge replacement	\$40,000
Memorial Field tennis courts	\$31,000
Beaver Meadow Golf Course irrigation system	\$17,000

In addition to the Fiscal Year 2019 General Fund debt service increase, the City also has \$4.8 million in General Fund authorized bond appropriations that have not been issued yet. This amount includes \$2.8 million for the new community center and does not include the balance of the conservation bond approved in 2004 for property acquisition.

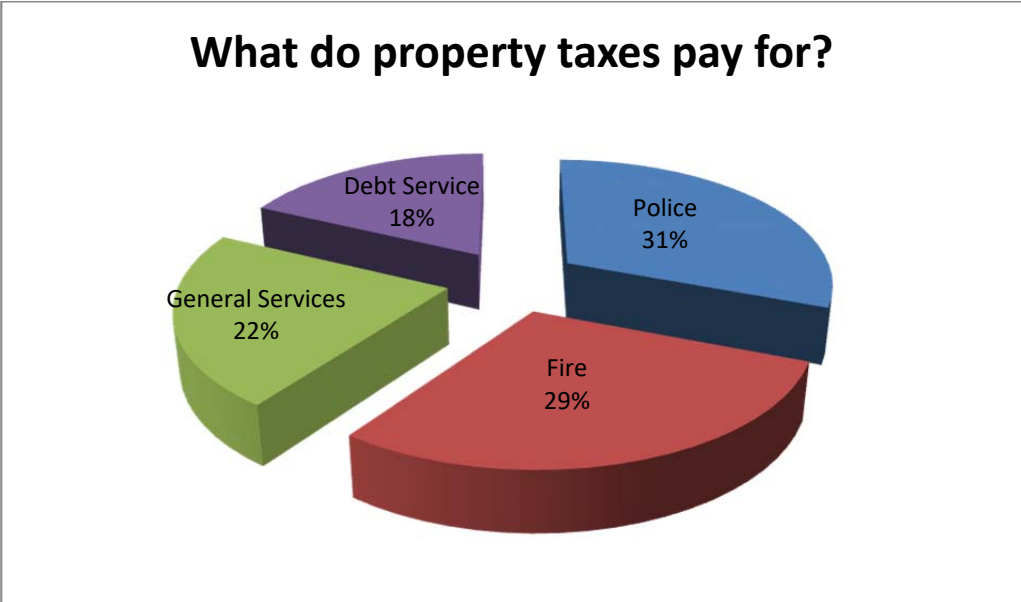
A Balanced Budget

This is the tenth year in a row of proposing a balanced budget to the Concord City Council without using Unassigned Fund Balance. A truly balanced budget continues to improve the City's overall fiscal health. The strongest indication is the 2017 Fiscal Year End Unassigned Fund Balance of \$11 million dollars, or 19.6% of operating expenditures, which is ahead of the City Council's revised goal of 18.5%.

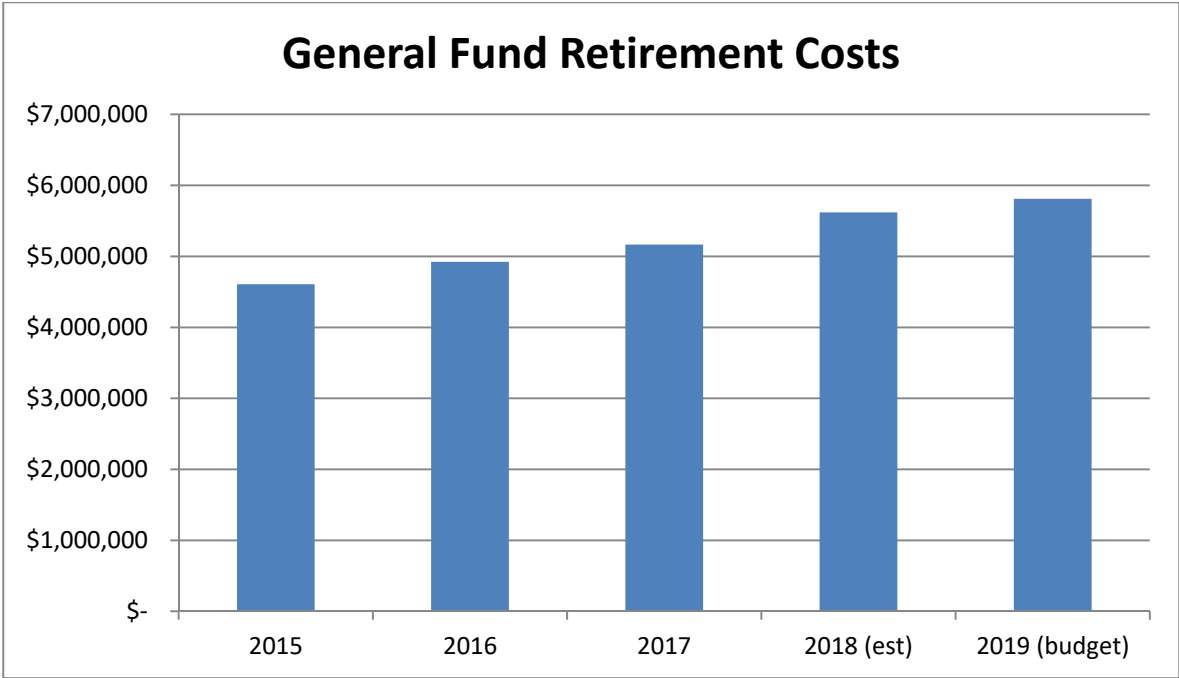
The City's financial policies continue to pay dividends in the form of a very high bond rating. Standard and Poor's affirmed the City's AA+ rating in January 2018, citing "very strong management conditions, very strong budget flexibility, and very strong liquidity."

The Fiscal Year 2019 Total Budget Picture

The total Fiscal Year 2019 General Fund Operating budget is \$65,074,862. The amount to raise in taxation, excluding overlay and veterans credits, is \$41,485,010. This amount essentially supports Police, Fire and General Services operations (less associated revenues), plus debt service, totaling \$39,094,080.

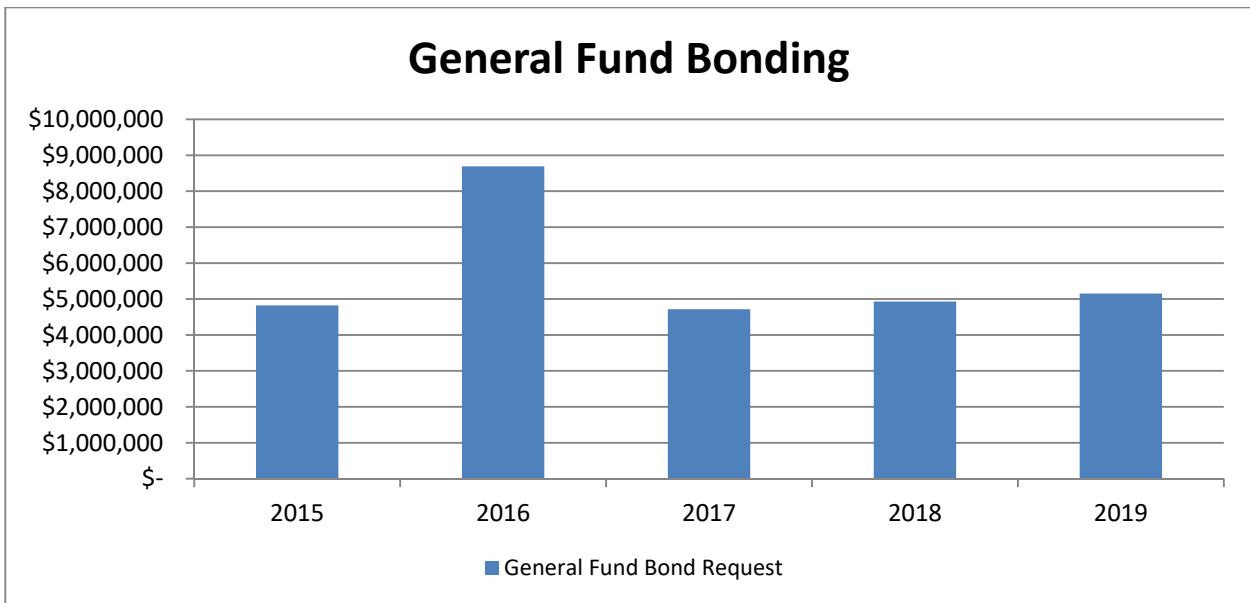


Due to State funding changes in the Retirement System, the City’s retirement expense has grown considerably in the past few years and now consumes 8.9% of the overall General Fund budget and just over \$5.8 million for Fiscal Year 2019.



The Fiscal Year 2019 Capital Improvement Program (CIP) moves Concord residents’ priorities from thought to action. Concord is a city that will expand opportunity for all, create a dynamic economy, improve quality of life, and will be sustainable. The General Fund 2019 CIP budget presents total bonding needs of \$5.2 million.

The graph below illustrates bond projections from Fiscal Years 2015 through 2019.



Despite the one time Highway Block Grant additional funding in Fiscal Year 2018, declines in support from the State of New Hampshire, the continued uncertainty surrounding federal aid and the President's proposed cuts to programs that support Concord's most vulnerable places increased pressures on municipalities.

Our commitment to disciplined financial practices has enabled us to continue to provide critical, quality services to our residents. We need to continue to advocate for greater investment by our partners at the state and federal levels to ensure continued prosperity for our City.

Sustainability

The City maintains a diversified approach to energy pricing strategy, while limiting risk to ensure price certainty and best take advantage of market opportunities. We take into consideration varying contract terms and will secure longer terms if a better yield is provided. At the same time, the City considers characters of service including Renewable Portfolio Standard compliance, Green-e clean energy certification and renewable energy credits.

While the City regularly enters into gasoline, diesel, natural gas and electricity contracts that extend more than 12 months, we also work to secure supply that is environmentally friendly. The City evaluates its segmented electricity accounts to optimize pricing considerations. Currently the City has contracts in place for 100% renewable electricity through a term ending in December 2020.

Fiscal Challenges

Concord remains in a better financial position than most other communities in New Hampshire, the State government, and the nation. However, significant challenges still remain, which include:

- Unfunded post-employment liabilities (OPEB);
- Benefit costs associated with an underfunded State retirement system;
- Increasing health insurance costs;

- Ongoing capital needs primarily in:
 - Public buildings and properties
 - Neighborhood streets
 - Water
 - Wastewater
 - Storm water systems
 - Golf Course
 - Arena
- Funding the General Fund for expenses that were charged to the Parking Fund in prior years, and collecting revenues in the Parking Fund that were previously reported to the General Fund.
 - Loss of GF Revenue due to parking
 - Increased expenses due to parking
- Funding the new Multi-Generational Community Center operations and debt service.
 - \$332,700 Operations and maintenance costs for the full fiscal year
 - \$324,000 First year debt service costs on portion bonded
 - Remaining debt service costs on amount currently authorized and unissued

Fiscal Resources

Although fiscal resources continue to be scarce, some non-tax revenue sources are showing signs of improvement. Motor vehicle registrations are expected to be ahead of budget by \$511,000 or 8% for Fiscal Year 2018 and are budgeted to be ahead by \$321,000 or 5% for Fiscal Year 2019. Ambulance service charges are expected to be ahead by \$150,000 or 9.3% for fiscal year 2018 and are budgeted to be ahead by \$150,000 or 9.3% for Fiscal Year 2019. Meals and Rooms revenue is projected to be flat for both Fiscal Years 2018 and 2019.

There have been two increases in the Federal Funds rate during Fiscal Year 2018. The Federal Reserve Bank anticipates raising rates two more times in calendar year 2018. Even with these increases, the rates continue to be at very low levels. Investment income is expected to increase to \$582,500 in Fiscal Year 2019, up from a budget of \$225,000 in Fiscal Year 2018. This higher amount is still considerably less than the \$1.5 million dollar range that this revenue item was in the early 2000's.

It is anticipated that long-term energy costs will continue to increase as the economy improves. The City anticipates continued increases in electricity rates in the long term; contract pricing for electricity for Fiscal Year 2019 will result in a rate increase of 9.2-9.7% depending on the class of account. The General fund increase in electricity budget is 11% or \$90,500 and includes the \$45,000 increase for the opening of the new Multi-Generational Community Center. Contract pricing for natural gas for Fiscal Year 2019 will result in a rate increase of 4.3-4.9% depending on the class of account. The General Fund change in the natural gas budget is a reduction of \$20,300 and includes an increase at the new community center of \$22,700 and decreased budgets for the City Hall Campus, COMF and Fire Central Station.

General Fund Highlights

The following table is a summary of Fiscal Year 2019 General Fund Budget proposed Appropriations, Revenues and Tax Rate – compared to the adopted Fiscal Year 2018 budget. For Fiscal Year 2019, General Fund gross appropriation increases by \$3,265,025 or 5.3% of spending.

**General Fund Budget Comparison Summary
Fiscal Year 2018 Adopted Budget to
Fiscal Year 2019 Manager's Recommended Budget**

Revenues				
Description	FY 2018	FY 2019	Difference	%
All Other Revenues	\$22,780,391	\$24,157,252	\$1,376,861	6.0%
Property Taxes	\$39,029,446	\$40,917,610	\$1,888,164	4.8%
Total Sources	\$61,809,837	\$65,074,862	\$3,265,025	5.3%

Appropriations				
Description	FY 2018	FY 2019	Difference	%
All Expenses	\$61,809,837	\$65,074,862	\$3,265,025	5.3%
Total Use of Funds	\$61,809,837	\$65,074,862	\$3,265,025	5.3%

This budget reflects a \$25 million real growth increase to the \$4.0552 billion City tax base used in calculating property tax revenue. This increase is net of abatements and elderly/blind exemptions. Market value change is not included in the target tax rate calculation.

Use of General Fund Surplus

For the tenth year in a row, this budget does not include the use of any General Fund surplus to offset the tax rate.

State Funding Impacts

The ability to maintain a stable tax rate in the City is challenged regularly due to continued reductions in funds and the downshifting of obligations by the State of New Hampshire. Including the Fiscal Year 2019 Budget, if State revenues to the City and New Hampshire State Retirement rates had remained stable since 2009, the City would have recognized an additional \$8.9 million in revenue and \$15.4 million less in retirement costs.

Tax Increment Finance (TIF) Districts

Currently, the City has three tax increment finance districts: the North End Opportunity Corridor TIF (NEOCTIF), the Sears Block TIF (SBTIF), and the Penacook Village TIF (PVTIF). Since 1998, the City has invested a combined \$31,945,100 to support infrastructure improvements in these three districts. This investment has yielded total new development valued at \$89.7 million. The NEOCTIF and SBTIF have exceeded expectations. The PVTIF, enacted in 2010, is performing well, despite limited development activity, and is well positioned to support the impending redevelopment of the remaining Allied Leather Tannery site.

Continuing in Fiscal Year 2019, the SBTIF will support debt service payments and operating expenses for infrastructure improvement directly financed by the District, as well as provide financial contributions to the General Fund and Parking Fund for debt service reimbursements associated with the Storrs Street

Parking Garage / Capital Commons Redevelopment Project constructed during 2005-2007. Specifically, the SBTIF will make a contribution for debt service of \$469,700 to the General Fund in Fiscal Year 2019. Of this total, \$225,700 will reimburse the General Fund for debt service payments incurred for the Storrs Street Parking Garage / Capital Commons Project. These reimbursements will continue through Fiscal Year 2027. The remaining \$184,800 represents debt service payments associated with the \$2.5 million bond, which was issued to support the Complete Streets Project. In addition, the SBTIF will also contribute \$37,600 to the General Fund to support the Downtown Services Team Senior Maintenance Aide for maintenance of that portion of the Complete Streets Project within the SBTIF District. Lastly, \$21,700 will be contributed to the General Fund for the District's ongoing administrative support.

Relative to the Parking Fund, the SBTIF will transfer a total of \$223,900 in Fiscal Year 2019. Of this total, \$215,800 shall support debt payments to be incurred by the Parking Fund in Fiscal Year 2019 for the Capital Commons Parking Garage. These debt service contributions will continue through Fiscal Year 2027. The remaining \$8,200 to be transferred from the SBTIF to the Parking Fund represents financial support for snow removal at the New Hampshire Employment Security building parking lot.

Lastly, in accordance with standard practice implemented in Fiscal Year 2005, this budget includes the release of a significant portion of the captured tax revenues generated by new incremental development which has been constructed in the NEOCTIF District since it was enacted in 1998. Sixty-six percent (66%) of the total new incremental assessed value within the District, equating to \$971,100 of tax revenues associated with \$33.7 million in captured assessed value, shall be released in Fiscal Year 2019.

Enterprise Funds

Parking Fund

The proposed Fiscal Year 2019 Budget begins implementation of the Parking Strategic Plan, as reviewed by the City Council this past fall and partially enacted by Ordinances adopted on December 11, 2017. Among other things, these Ordinances established new parking rates, hours of enforcement, time limits for metered parking, implemented changes to certain citations, and overhauled the on-street residential permit parking program for certain streets in the UNH Law School neighborhood. These changes will take effect on July 1, 2018. The financial implications of these changes have been incorporated into the proposed Fiscal Year 2019 budget.

Per the recommendations of the Strategic Parking Plan, the proposed budget also modifies the relationship between the General Fund and Parking Fund. Specifically, the Fiscal Year 2019 Budget discontinues transferring funds from the Parking Fund to the General Fund for snow removal in the amount of \$58,200, as well as retaining all non-meter parking citation revenues in the amount of \$100,000. In addition, the proposed budget modifies the cost share between the Parking Fund and the General Fund concerning support of certain General Fund staff positions within the Police Department, resulting in a net new cost of \$37,800 to the General Fund in Fiscal Year 2019. Lastly, starting in Fiscal Year 2019, the General Fund will begin making a pro-rata contribution in lieu of rent to the Parking Fund for debt service and operating costs for parking facilities used by the General Fund. Such facilities include the Police Department Parking Lot, City Auditorium Parking Lot, Library Parking Lot, and the State Street Parking Garage. The total amount of these contributions in Fiscal Year 2019 will be \$40,700. Combined, these changes result in net new costs of \$236,700 to the General Fund in Fiscal Year 2019.

The proposed Fiscal Year 2019 Budget implements a partial reorganization of maintenance responsibilities for our parking facilities. Specifically, the General Services Department's Downtown Services Team will now be responsible for daily custodial operations for the City's three garages and nine surface lots. They will also be responsible for landscaping at all twelve facilities, as well as other maintenance activities at the surface lots. To support this effort, a new Maintenance Aid will be added to the Downtown Services Team, supported by the Parking Fund, at a cost of \$66,600. Funds have also been provided for minor tools, equipment, and supplies to support these operations. In addition, the Parking Fund, through CIP #403, will purchase a second utility vehicle at a cost of \$70,000 to support the Downtown Services Team. The General Fund and Parking Fund will work cooperatively to support the Downtown Services Team, including all parking related properties and facilities. The Parking Fund's portion of this support is \$98,900. This figure excludes debt service payments for the Parking Fund supported utility vehicle, which will commence in Fiscal Year 2020.

The General Services Department Public Properties Division will continue to be responsible for certain property management related activities, such as repairs to electrical, mechanical, and plumbing systems.

Other maintenance activities, such as repair of meters and kiosks, snow removal, and certain contracted services for the parking garages, will continue to be managed by the Parking Division of the Police Department. As initiated during Fiscal Year 2018, the City Manager's Office will continue to manage all major capital improvements for parking facilities. A new internal policy has been prepared codifying these respective roles and responsibilities.

Beyond these changes, the proposed Fiscal Year 2019 Budget also expands funding for contracted services associated with the maintenance of the three parking garages by \$126,800 over Fiscal Year 2018 levels. Such services include pressure washing, catch basin cleaning, annual painting of pavement markings, expanded sweeping, and window washing. Expanded funding will ensure these critically important economic development assets are properly maintained in order to maximize their longevity, as well as improve the cleanliness and quality of these facilities for our patrons.

The proposed Fiscal Year 2019 Budget also includes \$40,000 for the first phase of meter expansion, as recommended by the Strategic Parking Plan, and will add 50 meters on sections of South Main Street, Concord Street, and Dixon Avenue.

The budget also includes funding for four new Parking Enforcement Officers; two part-time officers (12 hours / week, each) to support expanded enforcement during evenings and Saturdays, as well as two part-time officers (24 hours / week, each) for a dedicated mobile unit to, in part, support neighborhood parking enforcement.

The Capital Improvement Program also funds various recommendations of the Strategic Parking Plan, including new surveillance systems in the State Street and Storrs Street garages, limited concrete repairs in the State Street Garage, and pigeon control measures for the Storrs Street Parking Lot beneath the Loudon Road overpass.

In keeping with past practice, the Parking Fund will continue to transfer \$97,550 to the General Fund for overhead and technology support.

With these changes, revenues for the Parking Fund are projected to increase significantly from \$1.9 million, Fiscal Year 2018 estimate, to \$2.6 million in Fiscal Year 2019; an increase of \$649,000. Expenditures will also increase from \$2.1 million, FY2018 estimate, to \$2.5 million in Fiscal Year 2019,

an increase of \$441,000. The working capital balance for the Parking Fund is projected to increase from - \$12,000 to \$32,200 in Fiscal Year 2019.

Finally, it should be noted that the Fiscal Year 2018 - 2024 Parking Fund Pro Forma incorporates the recommendations of the Strategic Parking Plan for Fiscal Year 2019, as well as future out years (Fiscal Year 2020 – 2024). Out year recommendations, such as Phase 2 of meter expansion in Fiscal Year 2020, and rate increases in Fiscal Year 2023, will be reviewed as part of future budget adoption processes in those respective fiscal years.

Golf Fund

This fund anticipates a loss of \$78,000 for Fiscal Year 2018. Expenses are projected to be under budget by \$18,000, barring any additional unexpected repairs. Revenues are projected to be under budget by \$114,500 based on anticipated memberships, greens fee play, cart rentals, driving range, pro shop sales, concession income and advertising revenues. Fiscal Year 2018 has been a difficult year for revenues and the golf portion of the City's business is extremely weather dependent. Golf simulator revenue has been a bright spot for the golf course again for Fiscal Year 2018 with anticipated revenue of \$63,000, and is expected to be just shy of budget. The spring 2018 golf season began at the same time as 2017, opening on April 12. The weather was not extremely positive the first couple of weeks, but has improved, and we are hoping for a strong spring for greens fee play and memberships.

Wastewater and Water Funds

For Fiscal Year 2019, the contribution to the overhead in the General Fund increases by \$41,600 for Water and increases by \$54,800 for Wastewater. Additionally, right-of-way maintenance contributions from the Water and Wastewater Funds increase to \$215,000 and \$135,000, respectively. Fiscal Year 2018 remained solid for both utility funds and is expected to end the year better than their budgeted losses.

The Fiscal Year 2019 anticipated rate increase for Water is 3% and for Wastewater is 4%. The City is completing the rate study with Weston and Sampson engineers and will be presented in the spring or early summer. Once completed, Administration will develop a future rate recommendation change for City Council consideration. The main driving factor in increasing rates is the need for necessary capital investments in the out years. Regular rate increases will be required in future years in order to maintain the solvency of these funds at or near the target working capital levels.

Solid Waste Fund

This is the ninth year of the Pay-As-You-Throw (PAYT) program. The contract with Casella Resource Solutions for both collection and disposal of municipal solid waste and recycling will again increase expenses in Fiscal Year 2019. Due to increases last year in the purple bag prices and containerized dumpster revenues, a lump sum infusion of the distribution of the Solid Waste Cooperative, and funds received through a Purchase Card rebate program, this fund is projected to remain solvent beyond Fiscal Year 2024. When the PAYT program was first instituted, the stated goal was to manage the program in such a way as to not require an increase in bag costs for a period of five years. This goal was achieved in Fiscal Year 2016 and extended by City Council action for one more year. The first bag price increase was only instituted for Fiscal Year 2017, a full six years into the program. The Fiscal Year 2019 budget projection includes the full realization of the PAYT price increases that were effective July 1, 2016. Again, it is anticipated that the Solid Waste Fund will remain solvent beyond Fiscal Year 2024.

Fiscal Year 2019 Budget Preparation

A presentation was made to the Fiscal Policy Advisory Committee (FPAC) in March 2018. FPAC again recommended that the City Manager bring a responsible budget to the City Council that is in keeping with the Council's priorities and goals and cognizant of the continued downshifting of costs from the State.

Below are the major changes that helped to balance the budget:

- \$400,000 Funding from Recreation Reserve;
- \$331,000 Increase in investment income;
- \$321,000 Increase in motor vehicle registration revenue;
- \$150,000 Increase in ambulance service charges;
- \$119,200 Police Department attrition;
- \$100,000 Increase in funding from Economic Development Reserve;
- \$79,200 Human Services special programs reduction (due to decreased demand);
- \$40,400 Savings in transfer to Solid Waste;
- \$39,900 General Services attrition; and
- \$8,200 Reductions from all other departments.

Closing Notes on Fiscal Year 2018

Fiscal Year 2018 experienced significant storm related expenses with 27 weather related events that resulted in plowing, salting and sanding; of which virtually all required some level of overtime funding. As of this writing, the General Services Snow and Ice Control budget is overspent by \$65,800, with an additional \$100,000 expected to be spent on salt to fill the sheds and be ready for the beginning of the Fiscal Year 2019 winter storm season. Other budgetary items that are putting pressure on the Fiscal Year 2018 budget are:

- \$403,500 in severance payouts, across all funds, through 30 retirements or resignations. This is \$271,800 more than budgeted.
- \$335,300 for auto repair parts and supplies, at 97% spent as of April 30 with two remaining months of the fiscal year;
- \$46,500 in additional costs for expert witnesses and legal consulting to settle abatement and other cases.

Citywide wage and benefit lines are trending right on budget at 83% as of April 30, 2018. Most other revenue and expense lines are trending on par with budget. Based on all these factors, and generally conservative budget management, it is expected that at the close of the fiscal year, overall operational results will closely meet or exceed expectations. The notable exception is the Golf Fund.

Conclusion

The economy is improving in the country, state and in Concord. New construction and improved economic activities are beginning to take hold, and in Fiscal Year 2019 the City is estimating \$25 million in taxable real growth, which is the same that was estimated for the Fiscal Year 2018 budget. As such, this recommended budget reflects moderate growth estimates that will enable us to maintain existing levels of service and provide for the operations and maintenance of the new community center. This budget also allocates significant financial resources between the Parking and General Funds to help in resolving the Parking Fund reorganization plan within this constrained financial environment, this budget

provides for significant progress in areas important in sustaining and improving the quality of life in Concord.

The Fiscal Year 2019 Budget makes strategic investments in public safety, efforts to support the most vulnerable, Concord's seniors and children, sustainability, infrastructure, technology, and organizational efficiency.

The City of Concord has established a history of achieving balanced budgets through difficult and improving economic periods. City management places a high priority on adhering to comprehensive financial policies and long-range planning strategies, as well as continuing to exercise strong fiscal discipline. These practices ensure the City's ability to preserve budgetary balance, maintain essential services and address future budget challenges.

The commitment the City Council has made to fiscal responsibility for the last decade plus is yielding tangible results. At the same time, City services are more efficient, effective and responsive to the needs of Concord's residents than ever before.

The Fiscal Year 2019 budget affirms a commitment to progress, opportunity and innovation by investing in Concord's neighborhoods while maintaining our strong record of financial management. The budget plan is balanced, sustainable and accelerates progress across public policy areas.

Concord is a growing city, with an evolving population that needs new and expanded city services.

Thank you

I wish to recognize the employees that helped bring the many parts of this endeavor together into one document for the City Council and this great community. All department heads and their immediate staff have provided creative leadership in shaping their budgets and various alternatives.

I recommend this budget to the City Council.

Budget Summary

Revenue by Function

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
General Fund					
General Government	\$52,579,274	\$53,139,780	\$57,087,659	\$56,746,123	\$57,724,189
Public Safety	\$3,510,393	\$3,425,832	\$3,312,863	\$3,578,389	\$3,457,857
General Services	\$714,748	\$762,358	\$894,737	\$925,930	\$863,384
Community Development	\$1,524,580	\$2,242,383	\$1,728,932	\$2,017,845	\$1,577,398
Leisure Services	\$964,895	\$933,325	\$934,285	\$928,750	\$1,472,134
Human Services	\$24,444	\$10,667	\$15,000	\$18,000	\$10,000
Sub Total	\$59,318,334	\$60,514,345	\$63,973,476	\$64,215,037	\$65,104,962
Special Revenue Funds					
Project Inspection	\$307,363	\$292,917	\$300,750	\$338,550	\$315,050
Parking	\$2,064,924	\$1,970,964	\$1,918,854	\$1,922,490	\$2,471,902
Airport	\$345,956	\$344,919	\$351,177	\$361,393	\$365,199
Conservation Property	\$68,000	\$82,108	\$130,436	\$85,823	\$115,187
Sub Total	\$2,786,242	\$2,690,907	\$2,701,217	\$2,708,256	\$3,267,338
Enterprise Funds					
Golf	\$1,020,600	\$1,001,847	\$1,125,800	\$1,011,310	\$1,070,799
Arena	\$639,236	\$595,997	\$601,535	\$620,261	\$614,995
Solid Waste	\$3,649,273	\$4,633,620	\$4,173,350	\$4,197,756	\$4,374,084
Water	\$6,041,692	\$6,346,712	\$5,948,960	\$6,133,380	\$6,295,160
Wastewater	\$7,468,989	\$7,595,089	\$7,453,662	\$7,536,372	\$7,502,760
Sub Total	\$18,819,791	\$20,173,266	\$19,303,307	\$19,499,079	\$19,857,798
Capital and Other Funds					
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
Sub Total	\$21,308,207	\$18,817,849	\$14,912,298	\$14,923,047	\$15,339,553
Total Revenue	\$102,232,574	\$102,196,367	\$100,890,298	\$101,345,419	\$103,569,651

Budget Summary

Expense by Function

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
General Fund					
General Government	\$17,915,143	\$17,992,763	\$19,818,354	\$19,197,877	\$19,562,049
Public Safety	\$24,567,479	\$24,981,861	\$26,303,828	\$25,709,467	\$26,812,360
General Services	\$8,363,968	\$9,114,863	\$9,217,786	\$9,103,430	\$9,501,931
Community Development	\$2,902,880	\$2,961,194	\$3,249,569	\$3,250,004	\$3,451,988
Leisure Services	\$4,237,059	\$4,396,790	\$4,598,618	\$4,624,872	\$5,068,645
Human Services	\$782,138	\$697,589	\$785,321	\$664,660	\$707,989
Sub Total	\$58,768,666	\$60,145,059	\$63,973,476	\$62,550,310	\$65,104,962
Special Revenue Funds					
Project Inspection	\$333,626	\$339,891	\$298,340	\$338,199	\$314,269
Parking	\$2,144,168	\$1,946,066	\$2,106,884	\$2,085,943	\$2,527,750
Airport	\$340,101	\$346,878	\$415,615	\$394,378	\$445,908
Conservation Property	\$78,556	\$101,638	\$130,436	\$130,823	\$115,187
Sub Total	\$2,896,450	\$2,734,473	\$2,951,275	\$2,949,343	\$3,403,114
Enterprise Funds					
Golf	\$1,012,344	\$1,025,786	\$1,107,217	\$1,089,241	\$1,121,074
Arena	\$640,326	\$562,926	\$615,458	\$576,420	\$677,912
Solid Waste	\$3,784,219	\$3,912,189	\$4,139,917	\$4,123,166	\$4,359,198
Water	\$5,885,367	\$5,895,050	\$6,239,108	\$6,096,217	\$6,422,623
Wastewater	\$7,107,814	\$7,271,696	\$7,922,660	\$7,767,365	\$8,264,461
Sub Total	\$18,430,068	\$18,667,648	\$20,024,360	\$19,652,409	\$20,845,268
Capital and Other Funds					
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
Sub Total	\$21,364,030	\$18,619,999	\$14,530,393	\$14,526,396	\$15,029,603
Total Expense	\$101,459,214	\$100,167,180	\$101,479,504	\$99,678,458	\$104,382,947

Budget Summary

Revenue by Classification

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
General Fund					
Property Taxes	\$35,923,057	\$36,844,125	\$39,009,301	\$39,050,000	\$40,817,710
Other Taxes	\$718,471	\$714,265	\$715,703	\$724,819	\$732,037
Intergovernmental	\$3,878,501	\$3,964,650	\$4,795,034	\$4,830,469	\$3,990,720
Rents and Leases	\$265,470	\$242,531	\$241,260	\$239,530	\$297,444
Fines and Penalties	\$868,888	\$816,041	\$600,000	\$598,060	\$597,100
Licenses and Permits	\$1,176,229	\$1,902,547	\$1,384,072	\$1,638,765	\$1,238,910
Investment Income	\$102,606	\$196,731	\$225,000	\$400,000	\$582,460
Donations	\$30,971	\$40,219	\$38,500	\$38,620	\$46,200
Transfer In	\$3,535,955	\$3,214,057	\$3,924,177	\$3,908,580	\$4,236,494
Use of Fund Balance/Retained Earnings	\$0	\$0	\$1,068,490	\$0	\$0
Motor Vehicle Registrations	\$6,497,093	\$6,686,684	\$6,389,000	\$6,900,000	\$6,740,000
Department Service Charges	\$3,371,104	\$3,248,105	\$3,111,059	\$3,341,684	\$3,364,367
Retiree Health Reimbursement	\$1,420,966	\$1,370,612	\$1,435,530	\$1,399,000	\$1,445,640
Other Revenue	\$1,529,023	\$1,273,779	\$1,036,350	\$1,145,510	\$1,015,880
Sub Total	\$59,318,334	\$60,514,345	\$63,973,476	\$64,215,037	\$65,104,962
Special Revenue Funds					
Intergovernmental	\$1,715	\$1,355	\$1,300	\$1,300	\$1,300
Rents and Leases	\$916,740	\$953,104	\$937,416	\$923,648	\$1,015,905
Licenses and Permits	\$101,137	\$104,370	\$106,000	\$95,780	\$106,000
Investment Income	\$2,398	\$4,227	\$2,450	\$6,685	\$4,100
Transfer In	\$397,077	\$264,967	\$221,466	\$221,853	\$281,703
Capital Contributions	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500
Use of Fund Balance/Retained Earnings	\$0	\$0	\$45,000	\$0	\$29,000
Department Service Charges	\$233,682	\$218,010	\$228,200	\$279,880	\$249,535
Parking Metered Spaces	\$796,723	\$804,558	\$802,435	\$840,170	\$1,089,994
Parking Penalties	\$309,554	\$327,328	\$345,800	\$320,030	\$478,651
Other Revenue	\$16,717	\$2,489	\$650	\$8,410	\$650
Sub Total	\$2,786,242	\$2,690,907	\$2,701,217	\$2,708,256	\$3,267,338

Budget Summary

Revenue by Classification *continued*

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Enterprise Funds					
Intergovernmental	\$106,316	\$132,994	\$337,748	\$337,748	\$304,491
Rents and Leases	\$525,708	\$508,510	\$512,285	\$528,461	\$513,760
Fines and Penalties	\$58,161	\$54,702	\$58,000	\$58,000	\$58,000
Licenses and Permits	\$1,760	\$2,175	\$2,200	\$2,200	\$2,200
Investment Income	\$37,968	\$76,413	\$37,510	\$87,340	\$121,650
Transfer In	\$1,038,635	\$1,024,780	\$1,068,574	\$1,068,574	\$1,028,203
Capital Contributions	\$85,338	\$282,202	\$60,000	\$49,150	\$60,000
Department Service Charges	\$495,278	\$445,557	\$469,490	\$448,200	\$455,424
Water Sales	\$5,642,310	\$5,879,504	\$5,638,020	\$5,770,000	\$5,934,850
Wastewater Sales	\$7,200,802	\$7,216,642	\$7,009,840	\$7,096,270	\$7,061,960
SW Commercial Sales	\$1,265,350	\$1,359,745	\$1,414,550	\$1,436,346	\$1,640,335
SW Residential Sales	\$1,220,046	\$1,496,052	\$1,523,040	\$1,525,550	\$1,538,785
Golf Permit and Fees	\$573,978	\$520,124	\$601,000	\$550,000	\$575,225
Golf Sales	\$370,982	\$406,467	\$429,000	\$399,870	\$436,525
Retiree Health Reimbursement	\$76,090	\$82,233	\$86,580	\$86,580	\$80,320
Other Revenue	\$121,072	\$685,165	\$55,470	\$54,790	\$46,070
Sub Total	\$18,819,791	\$20,173,266	\$19,303,307	\$19,499,079	\$19,857,798
Capital and Other Funds					
Capital Projects	\$20,047,222	\$17,483,308	\$13,283,674	\$13,283,674	\$13,721,908
Property Taxes	\$1,255,294	\$1,328,926	\$1,625,224	\$1,625,521	\$1,607,245
Investment Income	\$3,327	\$5,615	\$3,400	\$13,852	\$10,400
Other Revenue	\$2,365	\$0	\$0	\$0	\$0
Sub Total	\$21,308,207	\$18,817,849	\$14,912,298	\$14,923,047	\$15,339,553
Total Revenue	\$102,232,574	\$102,196,367	\$100,890,298	\$101,345,419	\$103,569,651

Budget Summary

Expense by Classification

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
General Fund					
Compensation	\$26,081,270	\$27,249,369	\$28,197,987	\$27,831,401	\$29,467,769
Fringe Benefits	\$16,014,462	\$15,806,765	\$17,380,233	\$16,706,736	\$18,137,146
Outside Services	\$2,169,651	\$2,299,866	\$2,540,892	\$2,573,977	\$2,515,835
Supplies	\$2,293,307	\$2,506,894	\$2,476,461	\$2,562,709	\$2,579,108
Utilities	\$1,287,159	\$1,303,186	\$1,164,947	\$1,124,914	\$1,231,218
Insurance	\$511,732	\$519,822	\$523,570	\$523,549	\$501,495
Capital Outlay	\$136,713	\$71,199	\$115,210	\$81,820	\$28,900
Debt Service	\$5,474,746	\$5,506,508	\$6,206,740	\$6,097,740	\$7,001,030
Miscellaneous	\$960,746	\$972,538	\$1,169,377	\$927,630	\$1,119,167
Transfer Out	\$3,838,880	\$3,908,913	\$4,198,059	\$4,119,834	\$2,523,294
Sub Total	\$58,768,666	\$60,145,059	\$63,973,476	\$62,550,310	\$65,104,962
Special Revenue Funds					
Compensation	\$645,358	\$695,077	\$682,992	\$690,930	\$717,161
Fringe Benefits	\$323,320	\$338,685	\$356,420	\$349,017	\$378,699
Outside Services	\$291,672	\$330,336	\$401,383	\$401,345	\$615,414
Supplies	\$66,983	\$49,991	\$109,783	\$104,240	\$131,540
Utilities	\$82,977	\$75,976	\$72,830	\$74,840	\$81,330
Insurance	\$31,670	\$33,875	\$34,525	\$34,525	\$30,745
Capital Outlay	\$29,839	\$0	\$0	\$0	\$0
Debt Service	\$899,554	\$798,671	\$803,250	\$803,250	\$988,455
Miscellaneous	\$174,386	\$173,974	\$178,180	\$178,084	\$183,130
Transfer Out	\$350,691	\$237,890	\$311,912	\$313,112	\$276,640
Sub Total	\$2,896,450	\$2,734,473	\$2,951,275	\$2,949,343	\$3,403,114

Budget Summary

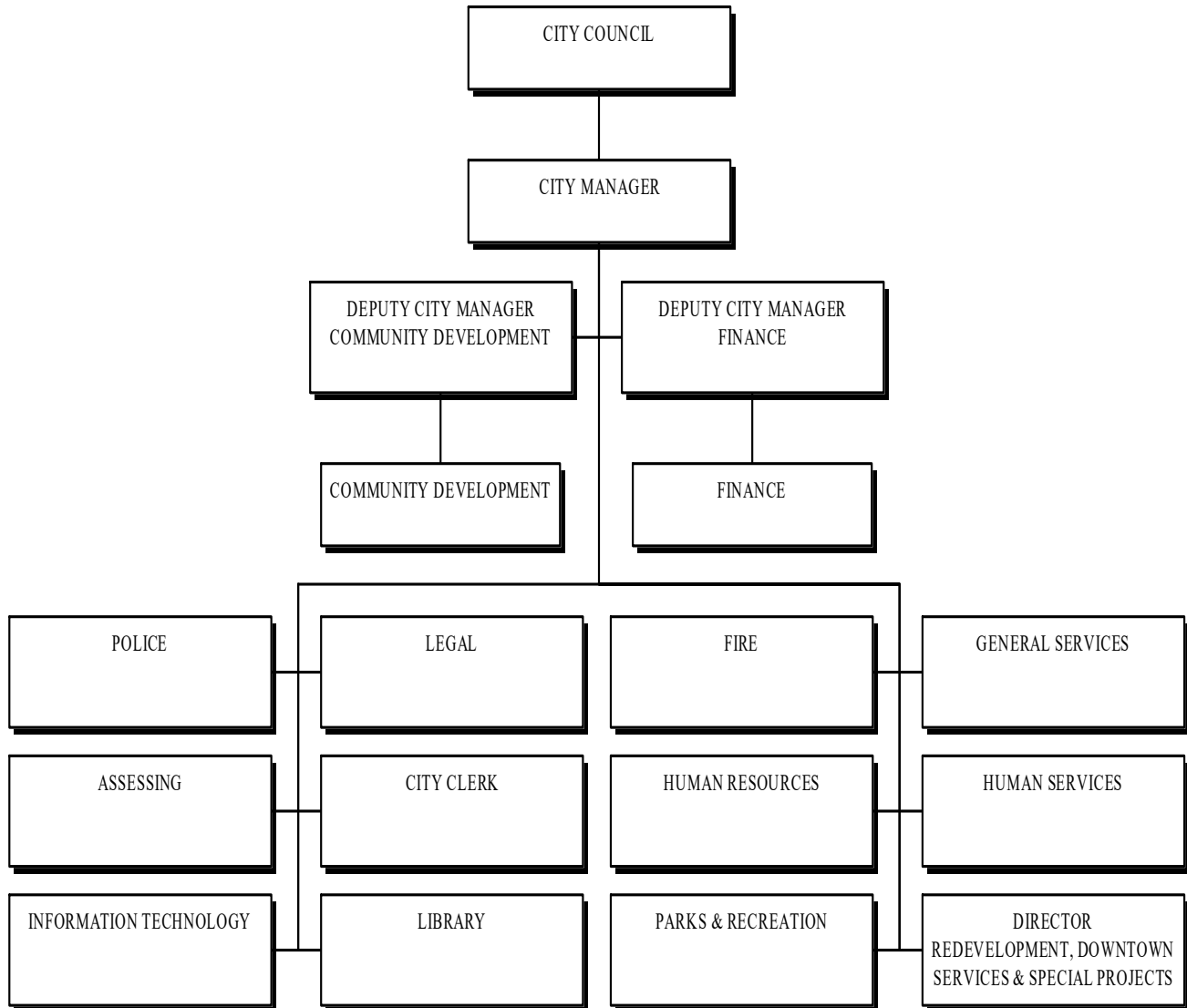
Expense by Classification *continued*

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Enterprise Funds					
Compensation	\$3,302,734	\$3,314,499	\$3,598,678	\$3,364,742	\$3,537,910
Fringe Benefits	\$1,807,250	\$1,734,165	\$1,910,917	\$1,821,662	\$2,019,296
Outside Services	\$4,096,591	\$4,230,538	\$4,634,001	\$4,601,595	\$4,831,040
Supplies	\$1,048,844	\$987,729	\$1,146,879	\$1,136,428	\$1,160,826
Utilities	\$993,560	\$981,157	\$935,406	\$977,760	\$1,005,589
Insurance	\$120,210	\$127,838	\$130,380	\$129,667	\$123,400
Capital Outlay	\$115,883	\$163,171	\$177,000	\$177,850	\$177,000
Debt Service	\$4,252,978	\$4,459,015	\$4,788,541	\$4,737,847	\$5,144,110
Miscellaneous	\$7,270	\$6,559	\$6,000	\$7,600	\$6,000
Transfer Out	\$2,684,748	\$2,727,976	\$2,696,558	\$2,697,258	\$2,840,097
(Gain) Loss on Refunding	\$0	(\$65,000)	\$0	\$0	\$0
Sub Total	\$18,430,068	\$18,667,648	\$20,024,360	\$19,652,409	\$20,845,268
Capital and Other Funds					
Capital Projects	\$20,047,222	\$17,483,308	\$13,283,674	\$13,283,674	\$13,721,908
Outside Services	\$10,315	\$19,920	\$41,855	\$41,855	\$71,050
Debt Service	\$487,771	\$345,669	\$369,827	\$365,830	\$374,980
Transfer Out	\$818,722	\$771,102	\$835,037	\$835,037	\$861,665
Sub Total	\$21,364,030	\$18,619,999	\$14,530,393	\$14,526,396	\$15,029,603
Total Expense	\$101,459,214	\$100,167,180	\$101,479,504	\$99,678,458	\$104,382,947

2019 Operating Budget

Budget Summary

CITY OF CONCORD, NEW HAMPSHIRE
TABLE OF ORGANIZATION



Budget Summary

Staff Listing by Department

City Manager	FY17	FY18	FY19
Full Time			
City Manager	1.00	1.00	1.00
Director of Redevelopment, Downtown Services & Special Projects	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Public Information Officer	0.00	0.00	1.00
City Manager Total	3.00	3.00	4.00

Legal

Full Time			
Assistant City Prosecutor	3.00	3.00	3.00
City Prosecutor	1.00	1.00	1.00
City Solicitor	1.00	1.00	1.00
Deputy City Solicitor	1.00	1.00	1.00
Legal Secretary	3.00	3.00	2.00
Paralegal	0.00	0.00	1.00
Full Time Total	9.00	9.00	9.00
Part Time			
Legal Secretary	0.56	0.56	0.56
Victim and Witness Advocate	0.38	0.38	0.50
Part Time Total	0.94	0.94	1.06
Legal Total	9.94	9.94	10.06

Assessing

Full Time			
Administrative Assistant	1.00	1.00	1.00
Appraisal Technician	1.00	1.00	1.00
Appraiser	2.00	2.00	2.00
Deputy Assessor	1.00	1.00	1.00
Director of Real Estate Assessment	1.00	1.00	1.00
Assessing Total	6.00	6.00	6.00

Human Resources

Full Time			
Human Resources & Labor Relations Director	1.00	1.00	1.00
Human Resources Benefits Administrator	1.00	1.00	1.00
Human Resources Generalist	0.00	0.00	1.00
Human Resources Coordinator	1.00	1.00	0.00
Safety and Training Coordinator	1.00	1.00	1.00
Human Resources Total	4.00	4.00	4.00

Finance

Full Time			
Accountant	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00
City Treasurer	1.00	1.00	1.00
Deputy City Manager Finance	1.00	1.00	1.00

Budget Summary

Finance (continued)	FY17	FY18	FY19
Full Time			
Deputy Tax Collector/Treasurer	1.00	1.00	1.00
Director Office of Management & Budget	1.00	1.00	1.00
Fiscal Supervisor	1.00	1.00	1.00
Fiscal Technician III	3.00	3.00	3.00
Management & Budget Analyst	1.00	1.00	1.00
Municipal Customer Service Representative	3.00	3.00	3.00
Purchasing Agent I	1.00	1.00	1.00
Purchasing Manager	1.00	1.00	1.00
Revenue Account Specialist	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00
Full Time Total	18.00	18.00	18.00
Part Time			
Municipal Customer Service Representative	0.60	0.60	0.70
Part Time Total	0.60	0.60	0.70
Finance Total	18.60	18.60	18.70

Information Technology

Full Time			
Assistant IT Director	0.00	0.00	1.00
Information Technology Director	1.00	1.00	1.00
Network Engineer	1.00	1.00	0.00
Systems Administrator I	1.00	1.00	1.00
Systems Administrator II	2.00	2.00	2.00
Systems Analyst I	1.00	1.00	1.00
Systems Analyst II	1.00	1.00	1.00
Information Technology Total	7.00	7.00	7.00

City Clerk

Full Time			
Administrative Technician II	1.00	1.00	2.00
City Clerk	1.00	1.00	1.00
Data Technician	1.00	1.00	0.00
Deputy City Clerk	1.00	1.00	1.00
City Clerk Total	4.00	4.00	4.00

Police

Full Time			
Administrative Assistant	1.00	1.00	1.00
Administrative Specialist I	1.00	1.00	1.00
Administrative Technician II	2.00	2.00	2.00
Administrative Technician III	1.00	1.00	1.00
Deputy Police Chief	2.00	2.00	2.00
Fiscal Technician III	1.00	1.00	1.00
Parking Enforcement Officer	3.00	3.00	3.00

Budget Summary

Police (continued)	FY17	FY18	FY19
Full Time			
Parking Supervisor	1.00	1.00	1.00
Parking Technician	1.00	1.00	1.00
Police Chief	1.00	1.00	1.00
Police Dispatch Supervisor	1.00	1.00	1.00
Police Dispatcher	7.00	7.00	7.00
Police Lieutenant	8.00	8.00	8.00
Police Officer	66.00	66.00	66.00
Police Sergeant	9.00	9.00	9.00
Records Supervisor	1.00	1.00	1.00
Full Time Total	106.00	106.00	106.00
Part Time			
Administrative Technician II	1.39	1.39	1.39
Community Services Aide	0.00	0.70	0.70
Parking Enforcement Officer	0.60	0.60	2.80
Property Room Technician	0.50	0.50	1.00
Part Time Total	2.49	3.19	5.89
Police Total	108.49	109.19	111.89

Fire

Full Time			
Administrative Specialist II	2.00	2.00	2.00
Assistant Fire Marshal	1.00	1.00	1.00
Battalion Chief	4.00	4.00	4.00
Deputy Fire Chief	2.00	2.00	2.00
EMS Captain	1.00	1.00	1.00
Fire Alarm and Traffic Superintendent	1.00	1.00	1.00
Fire Captain	4.00	4.00	4.00
Fire Captain Communications Supervisor	1.00	1.00	1.00
Fire Chief	1.00	1.00	1.00
Fire Dispatcher	4.00	4.00	4.00
Fire Lieutenant	10.00	10.00	10.00
Fire Lieutenant - Paramedic	3.00	3.00	3.00
Fire Marshal	1.00	1.00	1.00
Firefighter Paramedic	16.00	16.00	16.00
Firefighter/EMT	44.00	44.00	44.00
Lead Dispatcher	4.00	4.00	4.00
Training Captain	1.00	1.00	1.00
Fire Total	100.00	100.00	100.00

General Services

Full Time			
Administration Division Manager	0.00	0.00	1.00
Arena Properties Manager	1.00	1.00	1.00
Arena Supervisor	0.00	0.00	1.00

Budget Summary

General Services (continued)	FY17	FY18	FY19
Full Time			
Assistant Administrative Division Manager	0.00	0.00	1.00
Automotive Body Repair Technician	1.00	1.00	0.00
Automotive Parts Technician	1.00	1.00	1.00
Building Systems Supervisor	1.00	1.00	1.00
Business Analyst	1.00	1.00	0.00
Business Manager	1.00	1.00	0.00
Communication Coordinator	1.00	1.00	1.00
Communication Technician	1.00	1.00	1.00
Custodial Supervisor	1.00	1.00	1.00
Custodian	0.00	0.00	2.00
Deputy General Services Director	1.00	1.00	1.00
Engineering Technician II	1.00	1.00	1.00
Environmental Compliance Manager	0.00	0.00	1.00
Equipment Operator II	4.00	4.00	4.00
Equipment Operator III	4.00	4.00	3.00
Facilities Maintenance Supervisor	1.00	1.00	1.00
Field Technician	1.00	2.00	2.00
Fiscal Supervisor	2.00	2.00	2.00
Fiscal Technician III	2.00	1.00	1.00
Fleet Body and Maintenance Technician	0.00	0.00	1.00
Fleet Maintenance Technician	4.00	4.00	4.00
Fleet Manager	1.00	1.00	1.00
General Services Director	1.00	1.00	1.00
Highway & Utilities Division Superintendent	1.00	1.00	1.00
Highway Systems Supervisor	1.00	1.00	1.00
Laboratory IPP Technician	1.00	1.00	1.00
Laboratory Manager	1.00	1.00	0.00
Laboratory Operations Manager	0.00	0.00	1.00
Laboratory Technician II	1.00	1.00	0.00
Laborer/Truck Driver	13.00	13.00	13.00
Maintenance Aide	8.00	8.00	7.00
Maintenance Technician	7.00	6.00	7.00
Maintenance-Operations Flex Tech	0.00	0.00	1.00
Meter Technician	3.00	3.00	3.00
Painter	1.00	1.00	1.00
Pavement Marking Signage Technician	1.00	1.00	1.00
Police Mechanic Equipment Technician	1.00	1.00	1.00
Public Properties Division Superintendent	1.00	1.00	1.00
Public Properties Supervisor	1.00	1.00	1.00
Road Crew Supervisor	3.00	3.00	3.00
Senior Maintenance Aide	5.00	5.00	5.00
Sewer Maintenance Supervisor	1.00	1.00	1.00
Sewer System Supervisor	1.00	1.00	1.00
Shop Supervisor	1.00	1.00	1.00
Sign Pavement Marking Supervisor	1.00	1.00	1.00

Budget Summary

General Services (continued)	FY17	FY18	FY19
Full Time			
Solid Waste Manager	1.00	1.00	0.00
Tree Maintenance Specialist	1.00	1.00	1.00
Tree Supervisor	1.00	1.00	1.00
Utility Customer Service Representative	1.00	1.00	1.00
Utility Electrician	1.00	1.00	1.00
Utility Technician	3.00	3.00	3.00
Wastewater Maintenance Supervisor	1.00	1.00	1.00
Wastewater Operations Crew Leader	0.00	0.00	1.00
Wastewater Operations Supervisor	1.00	1.00	0.00
Wastewater Plant Operator	4.00	4.00	4.00
Wastewater Treatment Plant Superintendent	1.00	1.00	1.00
Water Conservation Technician	1.00	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00
Water Maintenance Supervisor	1.00	0.00	0.00
Water Meter Maintenance Supervisor	1.00	1.00	1.00
Water Systems Supervisor	1.00	1.00	1.00
Water Treatment Plant Operations Supervisor	1.00	1.00	1.00
Water Treatment Plant Operator	3.00	3.00	4.00
Water Treatment Plant Superintendent	1.00	1.00	1.00
Welder Mechanic	1.00	1.00	1.00
Full Time Total	110.00	109.00	111.00
Part Time			
Arena Supervisor PPT	0.60	0.60	0.00
Custodian	1.78	1.51	1.51
Fiscal Technician II	0.50	0.50	0.50
Fiscal Technician III	0.00	1.01	1.01
Part Time Total	2.88	3.62	3.02
Shared Laborer/Truck Driver	1.50	1.50	1.50
General Services Total	114.38	114.12	115.52

Community Development

Full Time			
Administrative Specialist II	1.00	1.00	1.00
Assistant City Planner	1.00	1.00	1.00
Associate Engineer	2.00	2.00	2.00
Building Inspector	0.00	0.00	1.00
Chief Building Inspector	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00
City Planner	1.00	1.00	1.00
City Surveyor	1.00	1.00	1.00
Civil Engineer Project Manager	1.00	1.00	1.00
Code Administrator	1.00	1.00	1.00
Community Development Specialist	1.00	1.00	1.00
Deputy City Manager Development	1.00	1.00	1.00

Budget Summary

Community Development (continued)		FY17	FY18	FY19
Full Time				
Economic Development Director		1.00	1.00	1.00
Electrical Inspector		1.00	1.00	1.00
Engineering Aide		1.00	1.00	1.00
Engineering Technician I		2.00	2.00	2.00
Engineering Technician II		4.00	4.00	4.00
Fiscal Supervisor		2.00	2.00	2.00
GIS Analyst		1.00	1.00	1.00
GIS Coordinator		1.00	1.00	1.00
Health and Licensing Officer		0.00	0.00	1.00
Housing Inspector		1.00	1.00	1.00
Plumbing/Fire/Mechanical Inspector		1.00	1.00	1.00
Senior Engineering Technician		1.00	1.00	1.00
Senior Planner		1.00	1.00	1.00
Traffic Engineer		1.00	1.00	1.00
Zoning Administrator		1.00	1.00	1.00
Full Time Total		31.00	31.00	33.00
Part Time				
Administrative Specialist I		0.70	0.70	0.00
Code Inspector		0.50	0.50	0.50
Health and Licensing Officer		0.70	0.70	0.00
Health Services Inspector		0.70	0.70	0.70
Licensing Coordinator		0.48	0.48	0.48
Permit Technician		0.00	0.00	1.00
Part Time Total		3.08	3.08	2.68
Community Development Total		34.08	34.08	35.68

Library

Full Time				
Administrative Specialist II		1.00	1.00	1.00
Adult Services Manager		1.00	0.00	0.00
Adult Services and Outreach Coordinator		0.00	1.00	1.00
Assistant Library Director and Technical Services Manager		0.00	1.00	1.00
Children's Branch Services Manager		1.00	1.00	1.00
Circulation Supervisor		1.00	1.00	1.00
Library Assistant II		2.00	2.00	2.00
Library Director		1.00	1.00	1.00
Library Technician		2.00	2.00	2.00
Reference Librarian		2.00	2.00	2.00
Technical Services Manager		1.00	0.00	0.00
Full Time Total		12.00	12.00	12.00
Part Time				
Librarian		0.23	0.23	0.23
Library Assistant II		1.20	1.26	1.26

Budget Summary

Library (continued)	FY17	FY18	FY19
Part Time			
Library Page	3.86	3.84	3.84
Library Technician	2.36	2.36	3.41
Part Time Total	7.65	7.69	8.74
Library Total	19.65	19.69	20.74

Parks and Recreation

Full Time			
Assistant Parks and Recreation Director	0.00	0.00	1.00
Building and Grounds Supervisor	2.00	2.00	2.00
Cemetery Administrator	1.00	1.00	1.00
Equipment Maintenance Mechanic	2.00	2.00	2.00
Equipment Operator II	2.00	2.00	2.00
Field Maintenance Specialist	1.00	1.00	1.00
Fiscal Supervisor	0.00	0.00	1.00
Fiscal Technician III	1.00	1.00	0.00
Golf Course Manager	1.00	1.00	1.00
Grounds Division Superintendent	1.00	1.00	1.00
Head Golf Professional	1.00	1.00	1.00
Laborer/Truck Driver	4.00	4.00	4.00
Shared with G.S.D. Laborer/Truck Driver	2.50	2.50	2.50
Maintenance Aide	1.00	1.00	1.00
Maintenance Technician	0.00	0.00	1.00
Parks & Recreation Director	1.00	1.00	1.00
Program Coordinator	1.00	1.00	1.00
Recreation Assistant	2.00	2.00	2.00
Recreation Supervisor	1.00	1.00	0.00
Senior Maintenance Aide	2.00	2.00	2.00
Full Time Total	26.50	26.50	27.50
Part Time			
Guest Services Associates	0.00	0.00	1.88
Custodian	0.76	0.76	1.01
Recreation Specialist	0.00	0.00	1.26
Recreation Building Supervisor	0.38	0.38	0.00
Senior Citizen Coordinator	0.38	0.38	0.38
Part Time Total	1.52	1.52	4.53
Parks and Recreation Total	28.02	28.02	32.03

Budget Summary

Human Services	FY17	FY18	FY19
Full Time			
Human Services Director	1.00	1.00	1.00
Welfare Case Technician	3.00	3.00	3.00
Full Time Total	4.00	4.00	4.00
Part Time			
Administrative Specialist II	0.38	0.45	0.45
Part Time Total	0.38	0.45	0.45
Human Services Total	4.38	4.45	4.45
Grand Total			474.07

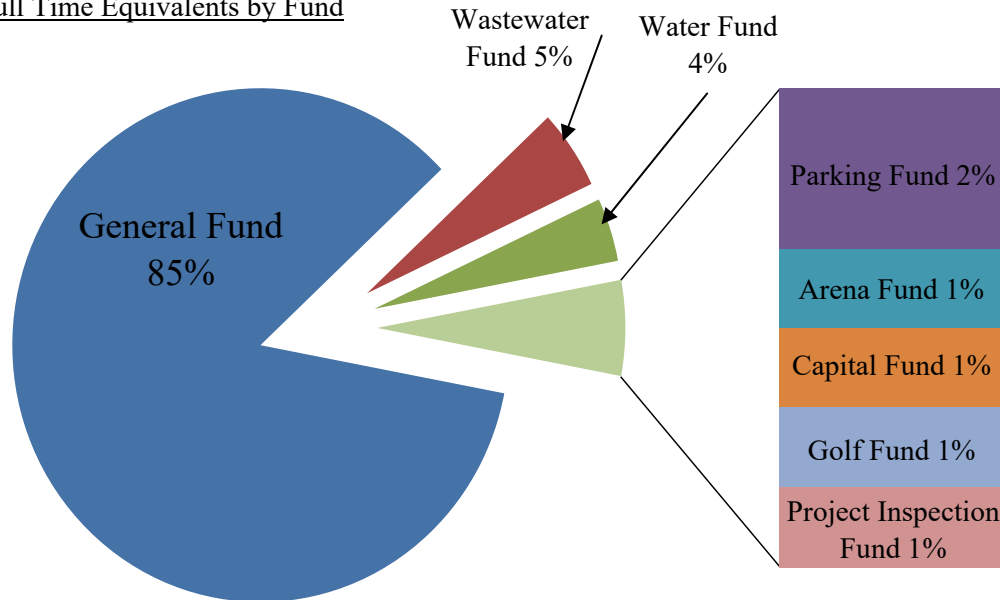
The total number of unique full time and part time positions is 506.

Position Changes for Fiscal Year 2019

Department	Position Change
Legal Department	The hours for the part time Victim and Witness Advocate is increased.
Finance Department	The hours for the part time Municipal Customer Service Representative is increased.
Human Resources	The HR Coordinator position is upgraded to a HR Generalist.
Police Department	Dispatch positions are upgraded and a 20 hour per week Property Room Technician is added. Four new part time Parking Enforcement Officers; two 24 hours per week and two 12 hours per week positions are added. Some administrative compensation and benefits cost are reassigned to the General fund from the Parking fund to better reflect actual effort.
General Services Department	In the Wastewater Treatment Division a Custodial position is re-assigned to the Public Properties Division, and some funding is shifted to the General fund. Some Public Properties positions are reassigned to the General Fund from the Parking Fund, including Maintenance Aide that is reassigned to the Highways Division. The part time Arena Supervisor position's hours are increased to make it a full time position. A Maintenance Aide is added to the Highways Division funded by the Parking Fund.
Community Development	In the Code Division the part time Administrative Specialist I and Health and Licensing Officer positions are eliminated. Added positions are: a full time Building Inspector, a full time Health and Licensing Officer, and two part time Permit Technicians.
Library	Three part time Library Technician positions are added to staff the new community center.
Parks and Recreation	One full time Maintenance Technician, two part time Recreation Specialist, one part time Custodian, and six part time Guest Services Associates positions are added as part of the staffing for the new community center. Some of these positions were partially funded in fiscal year 2018 with a supplemental appropriation. A Recreation Building Supervisor position is eliminated and two other positions are upgraded.

Budget Summary

Percentage of Full Time Equivalents by Fund



Budgeted Temporary/Seasonal FTEs by Department

Department - Fund	FY17	FY18	FY19
Assessing - General Fund	0.38	0.38	0.05
City Clerk - General Fund*	3.43	3.43	3.43
Police - General Fund	0.34	0.34	0.34
Fire – General Fund	0.06	0.06	-
Community Development - General Fund	0.28	0.28	0.47
Parks & Recreation - General Fund	12.51	12.47	12.40
Parks & Recreation - Golf Fund	6.78	6.64	6.64
General Services – General Fund	4.86	4.86	5.04
General Services - Arena Fund	2.19	2.19	2.23
General Services - Water Fund	1.13	1.13	0.69
General Services - Wastewater Fund	0.26	0.26	0.31
Police - Parking Fund	0.34	0.34	0.34
Total Temporary/Seasonal FTEs	32.56	32.38	31.94

Planned Temporary Staff Levels by Department

Department	FY17	FY18	FY19
Assessing	1	1	1
City Clerk*	130	130	130
Police	3	3	3
General Services	24	24	30
Community Development	4	4	4
Parks & Recreation (revised FY17)	77	84	84
Total Temporary Employee Count	239	246	252

* Includes election workers

Resolutions

	<u>Fiscal Year 2018 Council Adopted</u>	<u>Fiscal Year 2019 Council Adopted</u>
<u>Use of Funds</u>		
Budget Appropriations	\$61,809,837	\$65,104,962
War Credits	\$267,800	\$267,400
Overlay	<u>\$300,000</u>	<u>\$300,000</u>
Total Use of Funds	\$62,377,637	\$65,672,362
<u>Sources of Funds</u>		
Miscellaneous Revenues	\$22,780,391	\$24,287,252
Amount to be Raised by Property Taxes	<u>\$39,597,246</u>	<u>\$41,385,110</u>
Total Sources of Funds	\$62,377,637	\$65,672,362
<u>Tax Rate Determination</u>		
Assessed Value (A.V.) in Thousands of Dollars *	\$3,955,771	\$4,055,231
Amount to be Raised	\$39,597,246	\$41,385,110
Current Year Recommended Tax Rate / \$1,000 A.V.	10.01	10.21 **
Prior Year Tax Rate / \$1,000 A.V.	<u>9.68</u>	<u>9.84 *</u>
Difference	0.33	0.37
Percentage Change	3.41%	3.72%
* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of \$4,030,230,653 for municipal purposes and a tax rate of \$9.84 per \$1,000 of assessed value.		
** Portion of the Recommended Tax Rate Allocated to Debt Service		1.73
Portion of the Prior Year Tax Rate Allocated to Debt Service		<u>1.57</u>
Increase over Prior Year		0.16
Percentage Change		10.2%
** Portion of the Recommended Tax Rate Allocated to All Other Costs		8.48
Portion of the Prior Year Tax Rate Allocated to All Other Costs		<u>8.27</u>
Increase over Prior Year		0.21
Percentage Change		2.5%

Resolutions

RESOLUTION FIXING AND DETERMINING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF CONCORD FOR THE FISCAL YEAR 2019 ENDING JUNE 30, 2019 AND REPURPOSING FUNDS MADE AVAILABLE THROUGH THE ANNUAL CAPITAL CLOSEOUT AND REPURPOSING OF CAPITAL PROJECT FUNDS RESOLUTION

(Page 1 of 5)

The City of Concord resolves as follows:

Section 1: **General Fund**

That there be appropriated the sum of \$65,104,962
for general purposes as detailed in the Fiscal 2019 Budget recommended to
the City Council by the City Manager as summarized below:

GENERAL FUND BUDGET

<u>Appropriations</u>	Manager <u>Recommended</u>
General Government	\$19,562,049
Public Safety	\$26,812,360
General Services	\$9,501,931
Community Development	\$3,451,988
Leisure Services	\$5,068,645
Human Services	<u>\$707,989</u>
Total Appropriations	\$65,104,962
Reserve for Overlay and War Service Credits	<u>\$567,400</u>
Total	<u>\$65,672,362</u>
 <u>Revenue</u>	
Miscellaneous	\$24,287,252
Amount to be Raised by Taxation	<u>\$41,385,110</u>
Total	<u>\$65,672,362</u>

Resolutions

RESOLUTION **FIXING AND DETERMINING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF CONCORD FOR THE FISCAL YEAR 2019 ENDING JUNE 30, 2019 AND REPURPOSING FUNDS MADE AVAILABLE THROUGH THE ANNUAL CAPITAL CLOSEOUT AND REPURPOSING OF CAPITAL PROJECT FUNDS RESOLUTION**

(Page 2 of 5)

That there shall be raised and there is hereby ordered to be raised on the ratable estates within the City the sum of	\$41,385,110
to defray the necessary expenses and charges of the City for Fiscal Year 2019 which together with the sum which may be raised from other sources in the amount of	\$24,287,252

Section 2: **Project Inspection Fund**

That there shall be appropriated the sum of	\$314,269
for administration of the Project Inspection Fund.	

Funds to meet said appropriation shall be made available from the Project Inspection Fund, fund balance, or other funds as deemed appropriate by City Council.

Section 3: **Parking Fund**

A. That there shall be appropriated the sum of	\$2,527,750
for enforcement of the parking ordinances; maintenance of parking meters; operation and maintenance of garages, surface lots, and off-street parking areas; payment of bonds, notes and interest thereon; as provided for in the Fiscal 2019 Budget.	

Funds to meet said appropriation shall be derived from income of the Parking Fund, fund balance and transfers, as provided in the Fiscal 2019 Budget.

B. That there shall be appropriated the sum of	\$30,000
in the Capital Fund(s) for Capital Projects. Said sum shall be available as follows: Parking / Capital Transfer.	

Section 4: **Airport Fund**

A. That there shall be appropriated the sum of	\$445,908
for the operation, maintenance and improvements to the Concord Municipal Airport; payment of bonds, notes and interest thereon; and capital transfers; as provided for in the Fiscal 2019 Budget.	

Funds to meet said appropriation shall be derived from income to the Airport Fund and fund balance, as provided in the Fiscal 2019 Budget.

B. That there shall be appropriated the sum of	\$25,556
in the Capital Fund(s) for Capital Projects. Said sum shall be available as follows: Airport / Capital Transfer.	

C. The sum of	\$7,491
be and is hereby repurposed as follows:	
Reconstruct Taxiway A & Itinerant Ramp	\$7,491

Resolutions

RESOLUTION **FIXING AND DETERMINING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF CONCORD FOR THE FISCAL YEAR 2019 ENDING JUNE 30, 2019 AND REPURPOSING FUNDS MADE AVAILABLE THROUGH THE ANNUAL CAPITAL CLOSEOUT AND REPURPOSING OF CAPITAL PROJECT FUNDS RESOLUTION**

(Page 3 of 5)

Section 5: **Conservation Property Fund**

That there shall be appropriated the sum of \$115,187
for administration of the Conservation Fund.

Funds to meet said appropriation shall be derived from income of the Conservation Fund, fund balance and Conservation Trust, or other funds as deemed appropriate by City Council.

Section 6: **Golf Course Fund**

A. That there shall be appropriated the sum of \$1,121,074
for the operation and maintenance of the Golf Course; payment of bonds, notes and interest thereon; as provided for in the Fiscal 2019 Budget.

Funds to meet said appropriation shall be derived from income of the Municipal Golf Course, retained earnings, as provided for in the Fiscal 2019 Budget.

Section 7: **Arena Fund**

A. That there shall be appropriated the sum of \$677,912
for the operation and maintenance of the Everett Arena; payment of bonds, notes and interest thereon; and capital transfers; as provided for in the Fiscal 2019 Budget.

Funds to meet said appropriation shall be derived from income of the Arena facility and retained earnings, as provided for in the Fiscal 2019 Budget.

B. That there shall be appropriated the sum of \$32,100
in the Capital Fund(s) for Capital Projects. Said sum shall be available as follows: Arena / Capital Transfer.

Section 8: **Solid Waste Fund**

A. That there shall be appropriated the sum of \$4,359,198
for the operation and maintenance of the Solid Waste Fund; and payment of bonds, notes and interest thereon; and capital transfers; as provided for in the Fiscal 2019 Budget.

Funds to meet said appropriation shall be derived from income of the Solid Waste Fund, retained earnings, and General Fund subsidy, as provided for in the Fiscal 2019 Budget.

B. That there shall be appropriated the sum of \$10,000
in the Capital Fund(s) for Capital Projects. Said sum shall be available as follows: Solid Waste / Capital Transfer.

Resolutions

RESOLUTION **FIXING AND DETERMINING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF CONCORD FOR THE FISCAL YEAR 2019 ENDING JUNE 30, 2019 AND REPURPOSING FUNDS MADE AVAILABLE THROUGH THE ANNUAL CAPITAL CLOSEOUT AND REPURPOSING OF CAPITAL PROJECT FUNDS RESOLUTION**

(Page 4 of 5)

Section 9: **Water Fund**

- A. That there shall be appropriated the sum of \$6,422,623
for the operation and maintenance of the water system and the water filtration facilities;
necessary construction and replacements of water mains and other facilities and
equipment; payment of bonds, notes and interest thereon; capital transfers and capital
outlay; as detailed in the Fiscal 2019 Budget.

Funds to meet said appropriations shall be derived from water sales and other income and retained earnings of the Water Fund, as provided for in the Fiscal 2019 Budget.

- B. That there shall be appropriated the sum of \$172,375
in the Capital Fund(s) for Capital Projects. Said sum shall be available as follows: Water /
Capital Transfer.

- C. The sum of \$34,155
be and is hereby repurposed as follows:
Water Main Replacement \$34,155

Section 10: **Wastewater Fund**

- A. That there shall be appropriated the sum of \$8,264,461
for operation and maintenance of the sanitary sewer system and wastewater treatment
facilities; necessary construction and replacement of sanitary sewer facilities and
equipment, and payment of bonds, notes and interest thereon; capital transfers and capital
outlay; as provided for in the Fiscal 2019 Budget.

Funds to meet said appropriation shall be derived from income and retained earnings of the Sewer Fund, as provided for in the Fiscal 2019 budget.

- B. That there shall be appropriated the sum of \$94,375
in the Capital Fund(s) for Capital Projects. Said sum shall be available as follows: Sewer /
Capital Transfer.

- C. The sum of \$627,814
be and is hereby repurposed as follows:
Hall Street Wastewater Treatment Plant Improvements \$606,357
Sewer Video Inspection Equipment \$21,457

Resolutions

RESOLUTION FIXING AND DETERMINING THE AMOUNT OF MONEY TO BE APPROPRIATED BY
THE CITY OF CONCORD FOR THE FISCAL YEAR 2019 ENDING JUNE 30, 2019 AND
REPURPOSING FUNDS MADE AVAILABLE THROUGH THE ANNUAL CAPITAL
CLOSEOUT AND REPURPOSING OF CAPITAL PROJECT FUNDS RESOLUTION

(Page 5 of 5)

- Section 11: That there shall be appropriated the sum of \$2,495,250
in the Capital Projects Fund. Said sum to be made available as follows:
- | | | |
|----|---|-------------|
| A. | Capital Transfer | \$443,250 |
| | Transfer from Trust/General Highway Reserve | \$1,915,000 |
| | Transfer from Trust/Vehicle & Equipment Replacement Reserve | \$102,000 |
| | Transfer from Trust/Economic Development Reserve | \$35,000 |
| B. | The sum of | \$41,792 |
| | be and is hereby repurposed as follows: | |
| | Surface Lots | \$41,792 |
- Section 12: There having been established a tax increment district known as the North
End Opportunity Corridor Tax Increment Financing District (NEOCTIFD)
pursuant to Resolution #7036, dated March 13, 2000 as amended, there
shall be appropriated the sum of \$244,280
- Section 13: There having been established a tax increment district known as the Sears
Block Tax Increment Financing District (A.K.A. Capital Commons Garage)
pursuant to Resolution #7205, dated July 9, 2001 as amended, there shall
\$1,005,005
- Section 14: There having been established a tax increment district known as the
Penacook Village Tax Increment Financing District pursuant to Resolution
#8376, dated June 14, 2010 as amended, there shall be appropriated the
sum of \$58,410
- Section 15: As Resolution #8120 relative to the acceptance of de minimis gifts and
donations was accepted on December 12, 2002, and there being ample
reason to continue the practice therein established, there shall be \$150,000
for De minimis Gifts and Donations and other de minimis items.
- Section 16: That this Resolution shall take effect on July 1, 2018.

Resolutions

RESOLUTION FOR THE BONDED PROJECTS WITHIN THE CAPITAL BUDGET FOR FISCAL YEAR 2019 (JULY 1, 2018 TO JUNE 30, 2019) HEREBY AUTHORIZING AND APPROVING THE EXPENDITURE OF TEN MILLION ONE HUNDRED FIFTY ONE THOUSAND DOLLARS (\$10,151,000) AND AUTHORIZING THE ISSUANCE OF TEN MILLION ONE HUNDRED FIFTY ONE THOUSAND DOLLARS (\$10,151,000) IN BONDS AND NOTES FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED BELOW AND IN THE ATTACHED WORKSHEET 1.

(Page 1 of 2)

The City of Concord resolves as follows:

WHEREAS, the 2019-2028 Capital Improvement Plan (CIP) includes recommendations for various capital projects; and

WHEREAS, the projects are noted as General Fund G.O. Bonds CIP #s 4, 51, 52, 55, 56, 63, 65, 83, 107, 121, 235, 252, 276, 283, 297, 323, 479, 484, 490, 518, 521, 522, 528, 551, 557, 561, 569, 574, 579, 587, 598, 599, 607, and 612; Parking Fund G.O. Bonds CIP #s 403, 432, 529, 595, and 596; Golf Fund G.O. Bonds CIP # 530; Water Fund G.O. Bonds CIP #s 85, 88, 121, 323, 372, and 482; Sewer Fund G.O. Bonds CIP #s 89, 91, 104, 121, 323, and 466; and

WHEREAS, CIP #40 (Langley Parkway) requires matching funds from donations; CIP #468 (Reconstruct Taxiway A and Itinerant Ramp) requires matching funds from the State and Federal Governments, and; CIP #584 (Replacement of CAT Transit Bus Vehicles) requires matching funds from the State and Federal Governments. Portions of these projects are specifically not included as part of this CIP appropriation and may be considered at a later date for City Council approval when confirmation of outside funding has been received and contract negotiations have been completed; and

WHEREAS, each year, as part of the CIP closeout process, an additional review of all authorized and unissued projects will occur in conjunction with the City Treasurer and either the projects will be completed shortly or submitted to the City Council for de-authorization; and

WHEREAS, RSA 33:9 mandates that a two-thirds vote of all members of the City Council is required to pass a bond resolution, which shall be taken by roll call vote; and

WHEREAS, the City of Concord has the financial capability to support principal and interest repayments, and the ongoing operation and maintenance costs of these capital improvement projects.

Resolutions

RESOLUTION FOR THE BONDED PROJECTS WITHIN THE CAPITAL BUDGET FOR FISCAL YEAR 2019 (JULY 1, 2018 TO JUNE 30, 2019) HEREBY AUTHORIZING AND APPROVING THE EXPENDITURE OF TEN MILLION ONE HUNDRED FIFTY ONE THOUSAND DOLLARS (\$10,151,000) AND AUTHORIZING THE ISSUANCE OF TEN MILLION ONE HUNDRED FIFTY ONE THOUSAND DOLLARS (\$10,151,000) IN BONDS AND NOTES FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED BELOW AND IN THE ATTACHED WORKSHEET 1.

(Page 2 of 2)

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Concord that:

1. The sum of \$10,151,000
be and is hereby appropriated as follows:

General Fund Notes and Bonds (Detail Worksheet 1 attached)	\$4,858,000
Parking Fund Notes and Bonds (Detail Worksheet 1 attached)	\$330,000
Golf Fund Notes and Bonds (Detail Worksheet 1 attached)	\$75,000
Water Fund Notes and Bonds (Detail Worksheet 1 attached)	\$1,759,500
Sewer Fund Notes and Bonds (Detail Worksheet 1 attached)	\$3,128,500
2. In order to meet said expenditures, the City Treasurer, with approval of the City Manager, is authorized to issue up to \$10,151,000 in bonds and notes for the City of Concord under the Municipal Finance Act.
3. The discretion of the fixing of dates, maturities, rate of interest, form and other details of such bonds and notes and providing for the sale are hereby delegated to the City Treasurer.
4. Sums as appropriated shall be expended under the direction of the City Manager.
5. The useful life of the improvements is expected to be not less than five (5) years and is noted on Worksheet
6. This resolution shall take effect upon its passage.

Resolutions

Worksheet 1 - Capital Improvement Program - Bond Funded Projects

<u>Fund</u>	<u>CIP#</u>	<u>Project Type</u>	<u>Project Title</u>	<u>Useful Life</u>	<u>Description of Work</u>	<u>Bonded Amount</u>
General	4	Fire Vehicles	Fire Department Vehicle Replacement	10	Ambulance 7 and other vehicles	510,000
General	51	Parks and Open Space	White Park	10	Replace playing court lights	30,000
General	52	Parks and Open Space	Keach Park	15	Install paved pathway	60,000
General	55	Parks and Open Space	Rolfe Park	15	Renovate basketball court	60,000
General	56	Parks and Open Space	Rollins Park	15	Stone wall repair	70,000
General	63	Public Buildings	City Wide Recreation Facility Improvements	10	Repairs to Audi electrical, West St steps	85,000
General	65	Public Buildings	City Hall Renovations	10	Needs assessment, AC/Heat unit, landscaping	130,000
General	83	Storm Sewer	Storm Water Improvements	10	Repairs various locations	775,000
General	107	Golf	Golf Course Club House and Maintenance Buildings	15	Pro shop and bathroom renovations	100,000
General	121	GSD Vehicles	Vehicle & Equipment Replacement Program	10	Replace 4 trucks and a bucket truck	655,000
General	235	Golf	Golf Course Grounds Improvements	15	Landscaping and irrigation improvements	310,000
General	252	Public Safety	Fire Station Improvements	10	Exhaust removal system at 3 stations	100,000
General	276	Public Buildings	Facilities Condition Assessment	10	Buildings 10 Year CIP maintenance plan	125,000

Resolutions

<u>Fund</u>	<u>CIP#</u>	<u>Project Type</u>	<u>Project Title</u>	<u>Useful Life</u>	<u>Description of Work</u>	<u>Bonded Amount</u>
General	283	Intersections	Traffic Signals and Traffic Operations Improvements	15	Signal replacement I-393 and N. Main St.	55,000
General	297	Information Technology & Communications	Geographic Information Systems (GIS)	5	Tax Map Update	78,000
General	323	Public Buildings	Combined Operations & Maintenance Facility (COMF) Improvements	15	Roof coating and replacement and other repairs	265,000
General	479	Storm Sewer	Storm Water Enterprise Mechanism	20	Rate structure analysis	60,000
General	484	Public Safety	Police Station Improvements	20	Renovate 5 bathrooms	180,000
General	490	Public Safety	Police Department Records Management Microfilm Conversion	10	Scan microfilm to digital format phase 1 of 3	100,000
General	518	Bridges	Bridge and Dam Maintenance / Repairs	10	Bridge maintenance and repair plan	25,000
General	521	Public Safety	Police Firearms Range Improvements	10	Resurface parking lot and other repairs	160,000
General	522	Public Safety	Patrol Rifle Replacements	10	Phase 2 of 2 weapons purchase and training	25,000
General	528	Parks and Open Space	Pocket Parks	10	Crack seal and paint 3 courts	20,000
General	551	Public Buildings	Library Maintenance	10	Upgrades; windows, doors, painting, flooring	100,000
General	557	Parks and Open Space	Memorial Field	10	Crack seal and paint courts	50,000
General	561	Public Safety	Fire Alarm Infrastructure Replacement	5	Radio alarm boxes, cabling, remove Civil Defense sirens	55,000

Resolutions

<u>Fund</u>	<u>CIP#</u>	<u>Project Type</u>	<u>Project Title</u>	<u>Useful Life</u>	<u>Description of Work</u>	<u>Bonded Amount</u>
General	569	Other Vehicles	Parks and Cemeteries Small Turf Equipment	10	Replace two 60 inch mowers	40,000
General	574	Information Technology & Communications	Development Permitting Software	10	Permit management software	200,000
General	579	Downtown	Downtown Squares	15	Refurbish lavatories Bicentennial Sq.	40,000
General	587	Cemeteries	Cemetery Improvements	10	Paving and chapel repairs Blossom Hill	105,000
General	598	Public Safety	TASER Replacement	10	20 TASER units phase 2 of 2	40,000
General	599	Community Planning/Implementa tion	Zoning Update	20	Zoning ordinance update, phase 2 of 2	100,000
General	607	Public Safety	Video System Replacement	10	Video system replacement	110,000
General	612	Information Technology & Communications	Assessing Software Upgrade and Data Conversion	5	New software and data conversion	40,000
Total General Fund						4,858,000
Parking	403	Parking	Parking Division Vehicle Replacement Program	10	Meter technician vehicle	70,000
Parking	432	Parking	North State Street Parking Garage (Formerly Firehouse Block)	10	Surveillance system and pot hole repairs	100,000
Parking	529	Parking	Storrs Street Parking Garage (Formerly Capital Commons)	7	New surveillance system	95,000
Parking	595	Parking	Parking Meters	10	Smart meters for expansion area	40,000

Resolutions

<u>Fund</u>	<u>CIP#</u>	<u>Project Type</u>	<u>Project Title</u>	<u>Useful Life</u>	<u>Description of Work</u>	<u>Bonded Amount</u>
Parking	596	Parking	Surface Lots	5	Pigeon control netting below overpass Loudon Rd.	25,000
Total Parking Fund						330,000
Golf	530	Golf	Golf Course Equipment	10	Replace fairway mowers and a utility vehicle	75,000
Total Golf Fund						75,000
Water	85	Water Distribution System	Water Main Replacement	90	Westborne, Woodman and Winot St.	1,170,000
Water	88	Water Treatment	Water Plant Improvements	25	Resurface deck over basins and small equipment replacement	100,000
Water	121	GSD Vehicles	Vehicle & Equipment Replacement Program	10	Replace 3 pick-up trucks	157,000
Water	323	Public Buildings	Combined Operations & Maintenance Facility (COMF) Improvements	15	Roof coating and replacement and other repairs	142,500
Water	372	Water Treatment	Water System Pump Station Improvements	10	Structural architectural and site improvements	100,000
Water	372	Water Treatment	Water System Pump Station Improvements	10	Structural architectural and site improvements	100,000
Water	482	Water Treatment	Water System Asset Management	10	Implementation of an asset management strategy	90,000
Total Water Fund						1,759,500

Resolutions

<u>Fund</u>	<u>CIP#</u>	<u>Project Type</u>	<u>Project Title</u>	<u>Useful Life</u>	<u>Description of Work</u>	<u>Bonded Amount</u>
Waste water	89	Sewer Treatment	Hall Street Waste Water Treatment Plant Odor Control	20	Refurbishment of sludge holding tank	500,000
Waste water	91	Sewer Collection	Sewer Main Rehabilitation and Construction	50	Lining 2,000 L.F. and repairs to interceptors	250,000
Waste water	104	Sewer Treatment	Hall Street Waste Water Treatment Plant Improvements	15	Equipment replacement and building improvements	1,880,000
Waste water	121	GSD Vehicles	Vehicle & Equipment Replacement Program	10	Replacement utility tractor and compressor	156,000
Waste water	323	Public Buildings	Combined Operations & Maintenance Facility (COMF) Improvements	15	Roof coating and replacement and other repairs	142,500
Waste water	466	Sewer Treatment	Penacook Waste Water Treatment Plant Improvements	15	Motor control center replacement	200,000
Total Wastewater Fund						3,128,500
Total All Funds						\$10,151,000

2019 Operating Budget

General Fund Revenue

Summary

	2016	2017	2018	2018	2019
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Property Taxes	\$35,923,057	\$36,844,125	\$39,009,301	\$39,050,000	\$40,817,710
Other Taxes	\$718,471	\$714,265	\$715,703	\$724,819	\$732,037
Intergovernmental	\$3,878,501	\$3,964,650	\$4,795,034	\$4,830,469	\$3,990,720
Rents and Leases	\$265,470	\$242,531	\$241,260	\$239,530	\$297,444
Fines and Penalties	\$868,888	\$816,041	\$600,000	\$598,060	\$597,100
Licenses and Permits	\$1,176,229	\$1,902,547	\$1,384,072	\$1,638,765	\$1,238,910
Investment Income	\$102,606	\$196,731	\$225,000	\$400,000	\$582,460
Donations	\$30,971	\$40,219	\$38,500	\$38,620	\$46,200
Transfer In	\$3,535,955	\$3,214,057	\$3,924,177	\$3,908,580	\$4,236,494
Use of Fund Balance/Retained Earnings	\$0	\$0	\$1,068,490	\$0	\$0
Motor Vehicle Registrations	\$6,497,093	\$6,686,684	\$6,389,000	\$6,900,000	\$6,740,000
Department Service Charges	\$3,371,104	\$3,248,105	\$3,111,059	\$3,341,684	\$3,364,367
Retiree Health Reimbursement	\$1,420,966	\$1,370,612	\$1,435,530	\$1,399,000	\$1,445,640
Other Revenue	\$1,529,023	\$1,273,779	\$1,036,350	\$1,145,510	\$1,015,880
Total Revenue	\$59,318,334	\$60,514,345	\$63,973,476	\$64,215,037	\$65,104,962

2019 Operating Budget

General Fund Revenue

Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Property Taxes					
Property Taxes	\$35,923,057	\$36,844,125	\$39,009,301	\$39,050,000	\$40,817,710
Subtotal	\$35,923,057	\$36,844,125	\$39,009,301	\$39,050,000	\$40,817,710
Other Taxes					
Timber Tax	\$29,102	\$18,580	\$15,000	\$15,000	\$15,000
Payment-In-Lieu of Tax	\$689,129	\$695,628	\$700,503	\$709,719	\$716,937
Excavation Activity Tax	\$240	\$56	\$200	\$100	\$100
Subtotal	\$718,471	\$714,265	\$715,703	\$724,819	\$732,037
Intergovernmental					
Railroad Tax	\$2,781	\$45	\$664	\$664	\$1,000
US Dep of Homeland Security/FEMA	\$0	\$19,057	\$108,119	\$107,335	\$0
Medicare D Reimbursement	\$116,609	\$1,556	\$0	\$0	\$0
Drug Forfeiture/Restitution	\$18,723	\$17,066	\$12,000	\$13,000	\$13,000
Rooms and Meals Tax	\$2,042,723	\$2,191,965	\$2,190,811	\$2,190,000	\$2,190,000
Highway Block Grant	\$863,882	\$862,747	\$1,634,370	\$1,634,370	\$885,340
Forest Loss Reimbursement	\$400	\$450	\$450	\$450	\$450
Fire Service Aid	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
School District Payments	\$145,253	\$152,401	\$157,000	\$153,470	\$158,000
Multiple Local Governments	\$563,131	\$594,362	\$566,620	\$606,180	\$617,930
Subtotal	\$3,878,501	\$3,964,650	\$4,795,034	\$4,830,469	\$3,990,720
Rents and Leases					
Cruiser Rental Fee	\$36,181	\$22,847	\$25,000	\$34,000	\$32,000
Building Lease or Rental	\$169,321	\$162,141	\$155,900	\$144,130	\$204,220
Facility Lease or Rental	\$34,379	\$31,187	\$33,360	\$34,400	\$33,264
Land Lease or Rental	\$25,589	\$26,357	\$27,000	\$27,000	\$27,960
Subtotal	\$265,470	\$242,531	\$241,260	\$239,530	\$297,444
Fines and Penalties					
Interest Costs and Penalties	\$665,885	\$645,922	\$425,000	\$425,000	\$425,000
Court Ordered Payments-Cemeteries	\$106	\$102	\$0	\$30	\$0
Court Ordered Payments-Legal	\$180	(\$1,031)	\$1,000	\$1,200	\$1,100
Court Ordered Pymnts-Parks & Rec	\$0	\$59	\$0	\$30	\$0
Parking Penalties	\$94,740	\$99,132	\$90,000	\$100,000	\$100,000
False Alarm Penalties	\$49,848	\$29,841	\$32,000	\$37,000	\$33,000
Fines For Overdue Books	\$35,511	\$31,593	\$32,000	\$32,000	\$33,000
Fines For Code Prosecution	\$22,618	\$10,423	\$20,000	\$2,800	\$5,000
Subtotal	\$868,888	\$816,041	\$600,000	\$598,060	\$597,100

2019 Operating Budget

General Fund Revenue

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Licenses and Permits					
Building Permits	\$612,218	\$488,306	\$730,000	\$814,000	\$645,000
Electrical Permits	\$95,856	\$67,120	\$95,000	\$60,000	\$65,000
Mechanical Permits	\$122,831	\$163,252	\$120,000	\$120,000	\$90,000
Plumbing Permits	\$64,963	\$39,523	\$50,000	\$40,000	\$45,000
Sign Permits	\$17,931	\$14,166	\$14,000	\$13,000	\$14,000
Fire Protect Permits	\$2,370	\$2,580	\$2,000	\$1,600	\$2,500
Misc Permits	\$50,883	\$57,478	\$50,000	\$50,000	\$55,000
PD Licenses and Permits	\$8,236	\$5,977	\$3,000	\$2,300	\$2,500
Street Excavation Fees	\$0	\$852,592	\$120,000	\$350,000	\$130,000
Engineering Licenses	\$5,160	\$5,520	\$4,320	\$4,785	\$4,800
Engineering Pole Lic. Recording Fees	\$100	\$110	\$50	\$200	\$50
POA Inspection Fees	\$18,810	\$19,910	\$18,810	\$18,810	\$19,665
School Inspection Fees	\$2,862	\$3,498	\$3,630	\$3,520	\$3,795
Food Service Licenses	\$92,537	\$90,532	\$95,000	\$95,000	\$95,000
Amusement Center Licenses	\$570	\$330	\$600	\$0	\$0
Rooming House Licenses	\$4,324	\$4,262	\$4,350	\$4,350	\$4,350
Yard Sales Permits	\$1,135	\$925	\$1,200	\$1,000	\$1,000
Taxi Cab Licenses	\$3,850	\$3,200	\$3,200	\$3,200	\$3,200
Peddler Licenses	\$12,640	\$9,557	\$10,000	\$9,500	\$9,500
Amusement Device Licenses	\$6,640	\$5,200	\$6,800	\$1,120	\$0
Billiard and Bowling Licenses	\$312	\$0	\$312	\$0	\$0
Entertainment Licenses	\$10,772	\$9,303	\$7,000	\$8,000	\$8,000
Convalescent Home Licenses	\$1,361	\$1,387	\$1,400	\$0	\$0
Recycling Center Licenses	\$1,578	\$1,052	\$1,600	\$1,600	\$1,600
Solicitation Licenses	\$1,182	\$1,305	\$1,200	\$1,300	\$1,400
Taxi Drivers Licenses	\$6,525	\$4,685	\$4,000	\$2,750	\$2,750
Misc Licenses & Permits	\$1,574	\$2,328	\$1,300	\$1,000	\$1,000
Pawnbroker/Secondhand Dealer Lic.	\$1,750	\$1,125	\$1,500	\$1,500	\$1,500
Dog Licenses	\$24,341	\$44,364	\$31,000	\$27,500	\$29,500
Marriage Licenses	\$2,919	\$2,962	\$2,800	\$2,730	\$2,800
Subtotal	\$1,176,229	\$1,902,547	\$1,384,072	\$1,638,765	\$1,238,910
Investment Income					
Investment Income	\$102,606	\$196,731	\$225,000	\$400,000	\$582,460
Subtotal	\$102,606	\$196,731	\$225,000	\$400,000	\$582,460

2019 Operating Budget

General Fund Revenue

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Donations					
Donations	\$30,000	\$40,000	\$37,500	\$37,500	\$45,000
Music Program Donations	\$971	\$219	\$1,000	\$1,120	\$1,200
Subtotal	\$30,971	\$40,219	\$38,500	\$38,620	\$46,200
Transfer In					
Transfer In-Engineering Inspections	\$4,336	\$2,389	\$2,370	\$3,770	\$3,710
Transfer In-Parking Fund	\$106,870	\$106,940	\$107,030	\$107,030	\$106,070
Transfer In-Parking Fund Snow Reim	\$58,200	\$58,200	\$58,200	\$58,200	\$0
Transfer In-Airport Fund	\$67,390	\$68,720	\$68,812	\$68,812	\$71,804
Transfer In-CD Con Prop Mgmt Fund	\$55,600	\$48,800	\$45,000	\$45,000	\$29,000
Transfer In-Impact Fee Fund	\$151,790	\$60,000	\$65,390	\$65,390	\$104,540
Transfer In-NEOCTIF	\$138,749	\$145,685	\$153,000	\$153,000	\$160,650
Transfer In-Sears Block TIF	\$385,210	\$412,560	\$469,882	\$469,882	\$469,725
Transfer In-Penacook TIF	\$6,618	\$6,690	\$7,025	\$7,025	\$7,380
Transfer In-Golf Fund	\$76,440	\$0	\$76,650	\$76,650	\$76,650
Transfer In-Arena Fund	\$64,630	\$64,350	\$65,797	\$65,797	\$69,123
Transfer In-Solid Waste Fund	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Transfer In-Water Fund	\$813,561	\$822,638	\$819,878	\$819,881	\$861,300
Transfer In-Wastewater Fund	\$915,849	\$946,840	\$1,029,243	\$1,029,243	\$1,095,684
Transfer In-Trust/Capital Reserve	\$93,000	\$60,000	\$50,000	\$30,000	\$406,000
Transfer In-Trust/Concord Calvary	\$15,000	\$15,000	\$13,000	\$13,000	\$14,500
Transfer In-Trust/Economic Dev	\$105,000	\$34,000	\$138,000	\$131,000	\$180,000
Transfer In-Trust/Flowers	\$8,000	\$6,000	\$5,500	\$5,500	\$6,500
Transfer In-Trust/Forest	\$1,067	\$40,453	\$20,000	\$30,000	\$40,458
Transfer In-Trust/General Care	\$92,158	\$122,155	\$118,000	\$118,000	\$122,000
Transfer In-Trust/Library	\$186,300	\$186,300	\$186,300	\$186,300	\$186,300
Transfer In-Trust/Self Insurance	\$185,168	\$2,737	\$420,000	\$420,000	\$220,000
Transfer In-Trust/Shrubs	\$1,419	\$0	\$1,500	\$1,500	\$1,500
Subtotal	\$3,535,955	\$3,214,057	\$3,924,177	\$3,908,580	\$4,236,494
Use of Fund Balance/Retained Earnings					
Budgetary Use of Fund Balance	\$0	\$0	\$1,068,490	\$0	\$0
Subtotal	\$0	\$0	\$1,068,490	\$0	\$0
Motor Vehicle Registrations					
Motor Vehicle Registrations	\$6,497,093	\$6,686,684	\$6,389,000	\$6,900,000	\$6,740,000
Subtotal	\$6,497,093	\$6,686,684	\$6,389,000	\$6,900,000	\$6,740,000

2019 Operating Budget

General Fund Revenue

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Department Service Charges					
Salt Sales	\$12,514	\$29,044	\$30,000	\$30,000	\$30,000
Street Tree Sales	\$2,840	\$4,450	\$9,000	\$6,000	\$9,000
Timber Sales	\$27,410	\$23,835	\$30,000	\$20,000	\$10,000
MV State Agent Admin	\$124,773	\$123,777	\$120,000	\$122,000	\$122,000
MV Transportation Admin	\$19,680	\$19,773	\$19,000	\$19,500	\$19,300
MV Transportation Surcharge	\$177,089	\$177,984	\$173,000	\$175,000	\$175,000
MV Waste Disposal	\$19,916	\$20,004	\$19,000	\$19,500	\$19,300
Alarm Panel Plug In/Out	\$5,673	\$4,941	\$5,490	\$5,490	\$5,850
Master Alarm Box Connection	\$199,442	\$202,560	\$202,017	\$202,084	\$211,480
Advanced Life Support Intercept	\$4,392	\$1,098	\$1,647	\$1,647	\$1,647
Ambulance Service Charge	\$1,812,724	\$1,802,343	\$1,600,000	\$1,750,000	\$1,750,000
Recording Fees	\$5,265	\$11,545	\$4,000	\$7,890	\$4,800
Application Fee	\$20,862	\$20,984	\$21,450	\$22,543	\$22,360
Application for Appeal	\$21,498	\$16,557	\$19,000	\$19,000	\$19,000
Review Fee-Site Plans	\$39,664	\$38,474	\$35,000	\$60,000	\$40,000
Review Fee-Subdivision	\$9,100	\$8,090	\$9,000	\$9,000	\$9,000
Reports, Prints and Copies	\$18,800	\$28,236	\$20,350	\$29,350	\$21,450
Special Fire Duty Services	\$23,619	\$16,302	\$20,200	\$18,000	\$19,500
Recreation Player Fee-Parks	\$5,797	\$3,982	\$6,000	\$3,400	\$4,300
Sundry Services	\$51,451	\$57,022	\$42,440	\$49,000	\$45,320
Police Patrol Services	\$4,759	\$7,353	\$5,800	\$9,000	\$6,400
Police Witness Fees	\$12,852	\$13,307	\$15,200	\$6,500	\$8,000
Special Police Duty Services	\$290,941	\$196,286	\$252,000	\$306,600	\$275,000
Interment	\$83,997	\$78,051	\$84,435	\$80,000	\$80,100
Cemetery Maintenance	\$2,405	\$1,166	\$2,000	\$2,000	\$2,000
Inventory Mark-up	\$15,264	\$15,177	\$15,400	\$15,400	\$16,200
Professional Service Mark-up	\$385	\$0	\$0	\$0	\$0
Overtime & Supply Charges	\$8,484	\$7,824	\$8,200	\$10,320	\$10,500
Miscellaneous Services	\$198,721	\$172,507	\$185,310	\$184,370	\$276,060
Non-Resident Library Fees	\$6,125	\$6,550	\$7,000	\$7,200	\$7,400
Camps	\$112,261	\$89,438	\$110,970	\$110,000	\$104,500
Aquatics Program	\$22,489	\$44,312	\$30,150	\$32,890	\$31,000
Lighting Charge	\$5,795	\$2,785	\$4,000	\$4,500	\$4,400
Concession Income	\$4,119	\$2,349	\$4,000	\$3,500	\$3,500
Subtotal	\$3,371,104	\$3,248,105	\$3,111,059	\$3,341,684	\$3,364,367

General Fund Revenue

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Retiree Health Reimbursement					
NHRS subsidy for Retiree Health Ins	\$992,233	\$955,283	\$963,150	\$957,000	\$962,060
Retiree share of Health Ins	\$428,733	\$415,329	\$472,380	\$442,000	\$483,580
Subtotal	\$1,420,966	\$1,370,612	\$1,435,530	\$1,399,000	\$1,445,640
Other Revenue					
Cable TV Franchise	\$839,214	\$923,973	\$918,460	\$900,370	\$900,370
Finance Charges	\$5,733	\$488	\$2,000	\$4,500	\$2,000
Insurance Distributions & Credits	\$529,979	\$0	\$0	\$0	\$0
Contribution-Purchase of Lots	\$25,836	\$15,348	\$20,820	\$20,820	\$23,100
Contribution-Purchase of Niches	\$0	\$1,460	\$2,000	\$5,400	\$2,000
Reimbursements	\$24,444	\$10,667	\$15,000	\$18,000	\$10,000
Sale of Surplus Property	\$46,029	\$29,084	\$30,000	\$56,720	\$30,000
Miscellaneous	\$52,290	\$292,759	\$42,570	\$128,700	\$42,910
Advertising Revenue	\$5,500	\$0	\$5,500	\$11,000	\$5,500
Subtotal	\$1,529,023	\$1,273,779	\$1,036,350	\$1,145,510	\$1,015,880
Total Revenue	\$59,318,334	\$60,514,345	\$63,973,476	\$64,215,037	\$65,104,962

2019 Operating Budget

General Fund Revenue

Description of Revenue Detail

The following items represent 85.8% of all General Fund revenues:

Property Taxes	\$40,817,710	62.7%
Motor Vehicle Registrations	\$6,740,000	10.4%
Transfer-In	\$4,236,494	6.5%
Intergovernmental - Rooms and Meals Tax	\$2,190,000	3.4%
Department Service Charges - Ambulance Service Charge	\$1,750,000	2.7%
Total	\$55,734,204	85.7%

Property Taxes

FY 2019 property taxes account for approximately 62.7% of General Fund revenues. This represents a 3.71% tax rate increase over FY 2018. Budgeted property taxes are determined by subtracting all other budgeted General Fund revenues from total General Fund budgeted expenses. The City Council did not set a specific tax rate target for FY 2019 and instead instructed the City Manager to present a responsible budget and work towards the City Council priorities.

In addition to the taxes to be raised for appropriations, \$567,400 of tax revenue is estimated to be raised for tax abatements or overlay (\$300,000) and war service credits (\$267,400). Including overlay and war service credits, the FY 2019 total tax revenue is \$41,385,110, up from \$39,597,246 adopted by City Council for FY 2018. Please refer to the Resolution section for a comparison of FY 2018 versus FY 2019 budgetary tax rates.

Motor Vehicle Registrations

Revenue from motor vehicle registrations represents 10.4% of all General Fund revenue and is the second largest source of revenue for the Fund. This revenue is budgeted by using the current fiscal year's actual year-to-date receipts and estimating the remainder of the year, analyzing the local and national economy for automobile purchases, and considering forecasts of new car sales for the next 12-18 months.

Transfer In

The Transfer In portion of revenue represents 6.5% of all General Fund revenue. It is comprised of Municipal Overhead charges to most of the City's Enterprise and Special Revenue funds; General Services Overhead Charges to the Water, Wastewater, and Arena Funds; as well as Information Technology (IT) computer charges to the Parking, Airport, Golf, Arena, Water, and Wastewater Funds. Municipal Overhead and General Services Overhead is determined using a formula to calculate the overhead expenses and prorating to the applicable funds based on their percentage of budgets. The amounts may also be adjusted based on the Fund's financial position or ability to absorb an increase in any given year. The IT charges, small in comparison to the overhead charges, are based on a cost-per-computer formula, as applicable to the individual Funds.

In addition to overhead transfers, the City also recognizes revenues as transfer in from trusts including cemetery, library, insurance and capital reserves; and transfers from Impact Fee and Tax Increment Finance (TIF) District funds as reimbursement for operating expenses and applicable debt service costs.

2019 Operating Budget

General Fund Revenue

Intergovernmental

Rooms and Meals taxes represent 3.4% of all General Fund revenue and are estimated to be equal to FY 2018.

Department Service Charges

Ambulance Service charges represent 2.7% of all General Fund revenue and is the fifth largest source of revenue for the fund. Revenue is projected primarily based on historical trends and increases in emergency medical services demand. Changes in payor mix (Medicare, Medicaid, private insurance, no insurance) can have a significant effect on revenues received.

Use of Fund Balance

The City Council has adopted balanced budgets since FY 2010, and, if adopted, FY 2019 will be the tenth consecutive year. After financial year-end activities are completed, the City Council considers using a portion of surplus remaining from the previous fiscal year, typically to fund one-time expenditures and transfers to capital reserve accounts. This process uses fund balance as the funding source, which has no real impact on the succeeding fiscal years' budgeting since this use of funds is primarily for one-time activities and not ongoing operations.

<u>Fiscal Year</u>	<u>Total Fund Balance</u>	<u>Unassigned Fund Balance</u>
2008	\$5,747,884	\$4,447,779
2009	\$6,471,747	\$5,302,478
2010	\$7,992,313	\$5,695,545
2011	\$12,590,168	\$6,736,075
2012	\$14,153,990	\$8,168,250
2013	\$14,896,285	\$9,079,250
2014	\$14,199,114	\$9,879,330
2015	\$14,549,738	\$10,171,068
2016	\$15,939,783	\$10,735,579
2017	\$17,474,214	\$11,015,079

Source: 2008-2017 Comprehensive Annual Financial Reports

Note: Although not one of the top five revenue categories, Licenses and Permits recognized a new revenue stream, part way through FY 2018. Street Excavation Fees are budgeted at \$130,000 for FY 2019. All funds received in this line item will be subsequently transferred out to the Highway Reserve to help fund the annual paving program. These fees are expected to be a strong source of revenue through approximately 2020 and in conjunction with the significant effort Liberty Utilities is making in upgrading gas lines throughout the City.

General Government

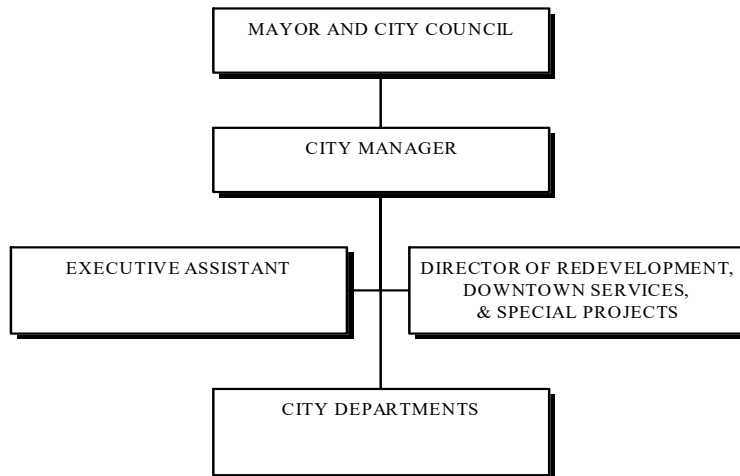
	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
City Manager	\$75,000	\$100	\$71,000	\$51,000	\$0
Legal	\$87,813	\$76,456	\$87,620	\$119,600	\$74,030
Assessing	\$719,313	\$715,298	\$716,603	\$725,619	\$732,837
Human Resources	\$146,644	\$36,556	\$35,000	\$35,000	\$35,000
Finance	\$46,517,403	\$48,024,854	\$51,336,136	\$51,027,954	\$52,009,610
City Clerk	\$90,491	\$125,138	\$83,340	\$90,610	\$86,720
General Overhead	\$4,942,610	\$4,161,377	\$4,757,960	\$4,696,340	\$4,785,992
Total Revenue	\$52,579,274	\$53,139,780	\$57,087,659	\$56,746,123	\$57,724,189
Expense					
City Manager	\$635,258	\$568,064	\$656,135	\$655,629	\$709,078
Legal	\$1,145,551	\$1,177,746	\$1,258,368	\$1,336,739	\$1,296,825
Assessing	\$629,279	\$649,553	\$657,979	\$649,839	\$680,614
Human Resources	\$497,589	\$506,377	\$530,939	\$530,680	\$562,838
Finance	\$2,071,454	\$2,091,977	\$2,199,585	\$2,183,117	\$2,220,522
Information Technology	\$775,303	\$857,818	\$891,435	\$896,131	\$961,126
City Council	\$31,075	\$38,306	\$40,654	\$36,580	\$38,892
City Clerk	\$424,551	\$428,515	\$411,217	\$399,082	\$460,981
General Overhead	\$11,705,082	\$11,674,407	\$13,172,042	\$12,510,080	\$12,631,173
Total Expense	\$17,915,143	\$17,992,763	\$19,818,354	\$19,197,877	\$19,562,049

City Manager

Mission

To provide leadership for the City of Concord by developing relationships and working with stakeholders, all in the direction of supporting the City Council's goals and priorities.

City Manager Organizational Chart



Core Responsibilities

1. Build relationships with stakeholders.
2. Oversee all day-to-day City operations.
3. Ensure financial stability and foster sound financial management practices.
4. Facilitate strategic planning for future growth and development, as well as for operational efficiency.
5. Maintain the City's overall commitment to providing high quality services to the Concord community.
6. Oversee Community Development Block Grant (CDBG) funds for housing and economic development projects.

City Manager

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Miscellaneous	\$0	\$100	\$0	\$0	\$0
Transfer In-Trust/Capital Reserve	\$0	\$0	\$20,000	\$0	\$0
Transfer In-Trust/Economic Dev	\$75,000	\$0	\$51,000	\$51,000	\$0
Total Revenue	\$75,000	\$100	\$71,000	\$51,000	\$0
Expense					
Compensation	\$353,604	\$365,493	\$394,949	\$414,752	\$441,535
Fringe Benefits	\$135,272	\$133,055	\$154,285	\$154,850	\$179,743
Outside Services	\$65,995	\$64,892	\$100,021	\$79,147	\$81,390
Supplies	\$2,358	\$1,464	\$3,680	\$3,680	\$3,300
Insurance	\$3,030	\$3,160	\$3,200	\$3,200	\$3,110
Capital Outlay	\$75,000	\$0	\$0	\$0	\$0
Total Expense	\$635,258	\$568,064	\$656,135	\$655,629	\$709,078

<u>Service Indicators</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Estimated</u>	2019 <u>Projected</u>
1. CDBG Grant Applications	1	1	0	1
2. CDBG Grant Awards	1	1	0	1
3. Amount of CDBG Funding Requested	\$200,000	\$500,000	0	\$500,000
4. Amount of CDBG Funding Awarded	\$200,000	\$500,000	0	\$500,000

2019 Goals

1. Maintain or improve the City's financial position and bond ratings while managing a balanced budget.
2. Complete priority infrastructure projects including, but not limited to, storm water, parking garages, and bridge replacements.
3. Work with Community Development to implement new economic development initiatives.
4. Continue implementation of a new financial Enterprise Resource Planning system for the organization.
5. Continue to enhance public information accessibility, increase marketing outreach, and improve communications abilities throughout the organization.
6. Develop and implement, in coordination with Fire Administration, a succession plan for management positions to ensure continuity.
7. Continue efforts to identify and implement strategies in dealing with individuals in mental and behavioral health crisis across the organization.
8. Apply for the maximum funding possible for housing and economic development related projects under the Community Development Block Grant (CDBG) Program, as administered by the NH Community Development Finance Authority.
9. Working with the Library Administration, determine the next phase for the Penacook Library, and how to embark on a successful transition.
10. Pending City Council approval, work with department heads to implement reorganizations within the Community Development Department's Building and Code Division and the Parks and Recreation Department.

City Manager

2018 Goal Status

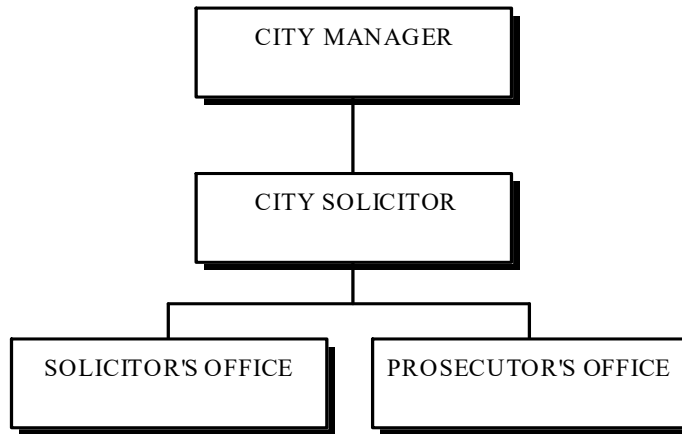
1. Maintain or improve the City's financial position and bond ratings while managing a balanced budget.
9-Month Status: The City has a strong bond rating and continues to stay in contact with the rating agencies to maintain the current rating. Standard and Poor's has commented on the City's "very strong management with strong financial policies and practices".
2. Complete priority infrastructure projects including, but not limited to, the City Wide Multi-Generational Community Center and Facility Improvements, City Hall Complex Heating System, and Hooksett Turnpike and Birchdale Road Bridge Replacements.
9-Month Status: The City Wide Multi-Generational Community Center will open in June 2018; the City Hall Complex Heating System was completed and operational for the 2017-2018 winter season; the Sewalls Falls Bridge and Exit 16 Roundabout projects were completed; and the Hooksett Turnpike and Birchdale Road Bridge Replacement projects continue with final design and replacement planned for the coming fiscal year.
3. Work with Community Development to implement new economic development initiatives.
9-Month Status: A new brand image for Concord Economic Development and marketing tools (web site, brochure, PowerPoint presentation) were launched in March 2018. A three-year Economic Development Plan will be launched in April 2018.
4. Begin implementation of a new financial Enterprise Resource Planning system for the organization, if funded by City Council.
9-Month Status: The City signed an agreement with Tyler Technologies, Inc., on September 29, 2017, for the purchase of new financial Enterprise Resource Planning (ERP) software. The ERP Steering Committee and other City staff have been working with Tyler Technologies on the first phase of the software implementation, the Core Financials. Training sessions for all elements of the module have been held and a new Chart of Accounts is currently being developed and reviewed. An April 1, 2019 "go live" date is anticipated. Other modules are projected to go live on January 1, 2020 (Human Capital Management), July 1, 2020 (Utility Billing), and January 1, 2021 (Tax Billing and Collections).
5. Work with Parks & Recreation Department staff to fully implement a planned reorganization, if approved by City Council.
9-Month Status: The planned reorganization will be brought before the City Council as part of the FY 2019 Budget to complement the addition of the City Wide Multi-Generational Community Center.
6. Enhance public information accessibility, increase marketing outreach, and improve communications abilities throughout the organization.
9-Month Status: A communications plan is being developed to improve citywide communications across all channels; and provide timely, consistent messaging. The Communications Collaborative is being reorganized to include the Public Information Officer, Economic Development Director, City Administration, and representatives from City Departments.
7. Apply for the maximum funding possible for housing and economic development related projects under the Community Development Block Grant (CDBG) Program as administered by the NH Community Development Finance Authority.
9-Month Status: The City applied for and was awarded \$500,000 in CDBG funds to support renovations to the Concord YMCA located on Warren Street. The project is currently under construction. The City plans to apply for CDBG funds for the Caleb project on Canal Street in the coming year.
8. Work with local, state, and federal authorities and organizations regarding the future planning of improvements to Interstate 93.
9-Month Status: The Concord Steering Committee, which includes the Mayor, City Manager and Deputy City Manager for Development, continue to meet with the NHDOT and its consultants to review the State's alternatives. City Engineering and Planning staff have also met with NHDOT and its consultants to review the technical strengths and weaknesses of the project's proposed alternatives. The Transportation Policy Advisory Committee (TPAC) is also expected to meet with NHDOT's consultants and review the project's preferred alternative at its May 2018 meeting.

Legal

Mission

To ensure that all actions of the City are within the powers granted to it by the Legislature and to prosecute those persons charged with violating state or local law and see that justice is done.

Legal Department Organizational Chart



Core Responsibilities

1. The City Solicitor's Office provides legal services to the City Council, various committees, City boards and commissions, the City Manager and department heads.
2. The City Solicitor's Office represents the City in all matters in which it has an interest coming before any court, tribunal, quasi-judicial, or legislative body; and commences and defends all actions and suits involving the City or any of its officers in their official capacity.
3. The City Prosecutor's Office reviews all criminal complaints made in the Court for the 6th Circuit – District Division by the Concord Police Department, by other City departments, and by contract with the Towns of Loudon, Bow and Dunbarton. When necessary, the Prosecutor's Office makes recommendations to the court on the disposition of a case.

Legal

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Multiple Local Governments	\$64,635	\$65,940	\$66,620	\$66,620	\$67,930
Reports, Prints and Copies	\$362	\$826	\$0	\$900	\$0
Court Ordered Payments-Legal	\$180	(\$1,031)	\$1,000	\$1,200	\$1,100
Fines For Code Prosecution	\$22,618	\$10,423	\$20,000	\$2,800	\$5,000
Miscellaneous	\$17	\$299	\$0	\$48,080	\$0
Total Revenue	\$87,813	\$76,456	\$87,620	\$119,600	\$74,030
Expense					
Compensation	\$705,660	\$732,305	\$779,246	\$784,280	\$806,676
Fringe Benefits	\$283,198	\$280,704	\$302,444	\$308,270	\$325,722
Outside Services	\$147,774	\$151,658	\$166,128	\$233,639	\$153,877
Supplies	\$2,910	\$6,538	\$4,000	\$4,000	\$4,000
Insurance	\$6,010	\$6,540	\$6,550	\$6,550	\$6,550
Total Expense	\$1,145,551	\$1,177,746	\$1,258,368	\$1,336,739	\$1,296,825

<u>Service Indicators</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Estimated</u>	2019 <u>Projected</u>
1. Civil Litigation Cases	*20	*26	*24	25
2. Tax Abatement Cases	*35	*39	*25	30
3. Tax Lien Mortgages (Research at Registry)	550	498	**0	450
4. Tax Deed Mortgages (Research at Registry)	92	100	**0	50
5. Tax Title Searched for Properties to be Deeded	600	598	**0	500
6. Ordinances, Reports and Resolutions	***16	102	115	115
7. Negotiated Union Contracts (out of 6)	1	4	1	5
8. Licenses, Agreements and MOUs	60	88	60	60
9. Bankruptcy Matters (Claims Filed)	14	27	25	25
10. City Department/Public Body Westlaw Legal Research	1,022	466	1,106	800
11. Financial Guarantees for City Projects/Developments	27	36	35	36
12. Right-to-Know Requests	28	50	65	65
13. Complaints Filed/Reviewed	-	****4,513	4,000	3,800
14. Criminal Dispositions, Hearings, Proceedings	21,000	18,569	15,000	14,900
15. Juvenile Dispositions and Hearings	706	751	900	950
16. Administrative License Suspensions	206	204	215	215
17. Concord Code Enforcement	30	60	100	100

* Includes pending cases from prior years.

** Change in lien search dates from May to July.

*** Resolutions not included.

**** First year reported.

Legal

2019 Goals

1. Provide Right-to-Know Law training to City Departments.
2. The Solicitor's Office will continue to organize and archive case files.
3. The Prosecutor's Office will continue to provide training for the Concord Police Department, as well as the other police departments that we serve, which includes Bow, Loudon and Dunbarton. More one-on-one training with individual officers will be incorporated, both in and out of court, as the court's, officers' and prosecutors' schedules allow.
4. The Prosecutor's Office will provide training for victim witness advocates and staff to ensure that victim and witnesses have a voice in the criminal justice system.

2018 Goals Status

- 1 The City Solicitor's Office will train selected Prosecutor's Office staff in workplace investigations.
9-Month Status: The Solicitor's Office trained selected Prosecutor's Office staff in workplace investigations.
2. The City Solicitor's Office will organize and archive closed files.
9-Month Status: The Solicitor's Office organized and archived numerous closed files.
3. The City Prosecutor's Office will continue to work with the police departments and within the criminal justice system to combat illegal drug use and to appropriately address the crimes that result from the illegal drug trade and drug use.
9-Month Status: The Prosecutor's Office has continued to work with all four police departments to use creative charging and sentencing options to address and combat various drug issues and crimes.
4. The City Prosecutor's Office will work with the police departments to update them on the new laws and changes in existing laws to ensure that the new and experienced officers have the legal assistance necessary to effectively do their job, in light of the understaffed nature of all the departments.
9-Month Status: The Prosecutor's office has completed training at all four police departments to update them on various new laws (marijuana, juvenile, etc.) and to address any questions or issues each department had at that time. The Prosecutor's Office continues to be available to address any new issues or questions.
5. The City Prosecutor's Office will continue to provide competent, intelligent and professional prosecution services to the police departments and citizens we serve in order to maintain our reputation as one of the safest states in the nation.
9-Month Status: The Prosecutor's Office continues to provide quality services to police departments and citizens by creating and providing trainings to police departments, monitoring developments in the law and providing timely responses to legal and other inquiries from police departments and citizens.

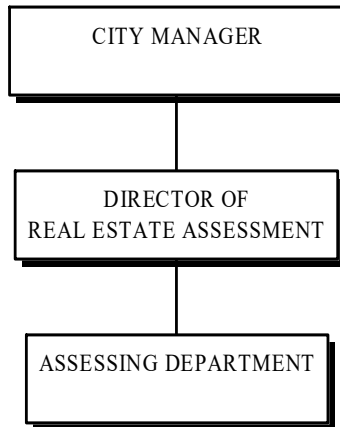
Assessing

Mission

To discover, list, and value all property in the City of Concord and provide fair and equitable property assessments each year for all property owners.

Assessing Department

Organizational Chart



Core Responsibilities

1. Conduct annual property valuation using the New Hampshire constitution and statutes governing property assessments and internationally accepted mass appraisal practices.
2. Administer the current use program; excavation and timber taxes; solar exemptions; elderly and blind exemptions; veteran tax credits; and religious, educational, and charitable property tax exemptions.
3. Warrant the annual tax levies to the City Tax Collector.
4. Review, research and compile information for consideration by the Board of Assessors when they make decisions on abatement applications.

Assessing

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Timber Tax	\$29,102	\$18,580	\$15,000	\$15,000	\$15,000
Payment-In-Lieu of Tax	\$689,129	\$695,628	\$700,503	\$709,719	\$716,937
Excavation Activity Tax	\$240	\$56	\$200	\$100	\$100
Forest Loss Reimbursement	\$400	\$450	\$450	\$450	\$450
Miscellaneous	\$442	\$583	\$450	\$350	\$350
Total Revenue	\$719,313	\$715,298	\$716,603	\$725,619	\$732,837
Expense					
Compensation	\$358,202	\$374,316	\$396,044	\$387,820	\$405,854
Fringe Benefits	\$187,296	\$187,397	\$198,858	\$199,150	\$211,440
Outside Services	\$78,305	\$80,575	\$56,117	\$55,909	\$56,340
Supplies	\$2,144	\$3,615	\$3,700	\$3,700	\$3,700
Insurance	\$3,330	\$3,650	\$3,260	\$3,260	\$3,280
Total Expense	\$629,279	\$649,553	\$657,979	\$649,839	\$680,614

<u>Service Indicators</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Estimated</u>	2019 <u>Projected</u>
1. Building Permits Processed	531	506	500	500
2. Building Permits Inspected	443	215	360	380
3. New Homes Added	49	51	30	35
4. New Parcels Added	45	50	20	20
5. Deed Changes Processed	645	708	650	650
6. Sales Reviews Conducted	483	527	600	630
7. Appeals: BTLA & Superior Court	19	9	15	15

2019 Goals

1. Complete a statistical update for all property for market value as of April 1, 2018.
2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.
3. Conduct an ongoing review of exempt properties (2-4 properties/year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.

2018 Goals Status

1. Complete a statistical update for all property for market value as of April 1, 2017.
9-Month Status: Completed.
2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.
9-Month Status: Phase IV of the parcel mapping project has been completed. Phase V will begin on April 10, 2018, after the kickoff meeting. The commencing of Phase V will include source data and set-up compilation of map documents.

Assessing

3. Conduct an ongoing review of exempt properties (2-4 properties/year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.

9-Month Status: The Concord Regional Visiting Nurse Association's (CRVNA) application for exemption was denied, as the CRVNA did not meet the eligibility for property tax exemption. New applications under review for the 2018 tax year include: (1) The Water Project – 17 Depot Street; (2) Concord Coalition to End Homelessness – 238-240 North Main Street; (3) The Learning Center (Concord Hospital) – 136 Langley Parkway; (4) IQRA Islamic Society of Greater Concord – 181 North Main Street; (5) Alliance Asset Management, Inc. – 105 Loudon Road, Unit #1; and (6) HOMEteam Education & Resources – 105 Loudon Road, Unit #1.

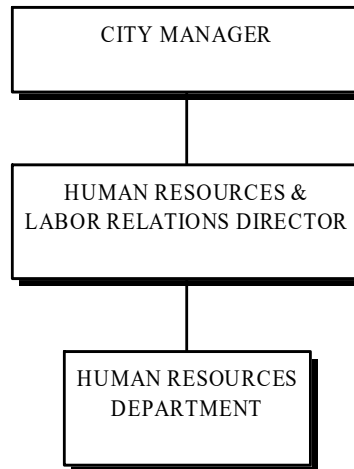
Human Resources

Mission

To recruit, develop and retain a highly qualified, diverse and motivated workforce.

Human Resources Department

Organizational Chart



Core Responsibilities

1. Oversee six primary areas of responsibility: Benefits and Wellness Administration; Safety Management; Training and Professional Development Coordination; Leave Management; Recruiting; and Employee/Labor Relations.
2. Manage benefit administration for the retirees of the City of Concord.
3. Manage the Human Resources Information System, which includes new hire entries, pay changes, terminations, and maintenance of all position and pay data.
4. Manage compliance issues for local, state and federal regulations, including the Family Medical Leave Act, the American's with Disabilities Act, Equal Employment Opportunity, the Civil Rights Act, and others.

Human Resources

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Medicare D Reimbursement	\$116,609	\$1,556	\$0	\$0	\$0
Donations	\$30,000	\$35,000	\$35,000	\$35,000	\$35,000
Miscellaneous	\$34	\$0	\$0	\$0	\$0
Total Revenue	\$146,644	\$36,556	\$35,000	\$35,000	\$35,000
Expense					
Compensation	\$279,645	\$294,000	\$300,342	\$300,539	\$310,927
Fringe Benefits	\$117,675	\$124,693	\$130,347	\$136,645	\$164,604
Outside Services	\$93,589	\$82,144	\$93,970	\$87,216	\$80,937
Supplies	\$4,440	\$3,180	\$3,680	\$3,680	\$3,800
Insurance	\$2,240	\$2,360	\$2,600	\$2,600	\$2,570
Total Expense	\$497,589	\$506,377	\$530,939	\$530,680	\$562,838

<u>Service Indicators</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Estimated</u>	2019 <u>Projected</u>
1. Recruitments Conducted	50	*80	*85	*85
2. Wellflex Enrollments	440	411	440	445
3. Wellflex Completions	90	88	80	85
4. New Hire Orientations (new in 18)	-	-	**14	12
5. Retirements Processed (new in 18)	-	**14	19	22
6. Lost Time Injury Frequency (new in 18)	-	**9	8	7

* Now includes temporary recruitments.

** First year reporting.

2019 Goals

1. Continue to positively impact retention by conducting appropriate wage assessments, conducting stay interviews, providing appropriate professional development opportunities, and sourcing candidates in successful, efficient methods.
2. Maintain Worker's Compensation premiums at the current level or less, while proactively managing return to work cases expeditiously.
3. Ensure compliance with the NH Department of Labor's requirement for annual facility safety inspections.
4. Conduct a salary and job classification study of Engineering and IT positions in order to stay competitive and current in the market.
5. Increase Wellness Program completion in order to increase employee fitness and health, impacting health insurance premiums positively.
6. Conduct Mandatory Awareness Training around Workplace Civility and #ChangeMentalHealth, a campaign focused on lessening the stigma of mental illness and promoting a supportive work environment.
7. Conduct, develop and implement a supervisor training curriculum based on City policies and procedures.
8. Develop required training on Citywide policies and provide multiple offerings throughout year.
9. Provide at least six CPR/AED training programs, with or without First Aid.

Human Resources

2018 Goal Status

1. Implement a new ERP system for Human Resources to include a self-service module for use by employees to make personal information updates, print pay stubs, and enroll in benefits.
9-Month Status: A vendor has been selected and implementation has begun, first with the Finance modules. The selected vendor does have a self-service HR module that is fully functional. We will begin implementation in January 2020.
2. Increase utilization of social media for recruitment efforts.
9-Month Status: We have begun to utilize Linked In, Facebook, and other services, like Zip Recruiter, in an effort to increase our social media presence. In addition, we have continued our use of local online resources like community college and high school job boards, the NH Municipal Association, and Primex.
3. Research safety database replacement options and implement program changes based on database functionality.
9-Month Status: This work has continued as we look to replace our current in-house database, which is outdated.
4. Begin a “stay” interview program to identify and address employee concerns before retention is impacted.
9-Month Status: The Department attended training on stay interviews provided by Primex and then trained City Department Heads on identifying candidates and conducting their own stay interviews. This process has resulted in department policy changes, benefit suggestions, and a review of wages in light of some areas of opportunity coming to the surface.

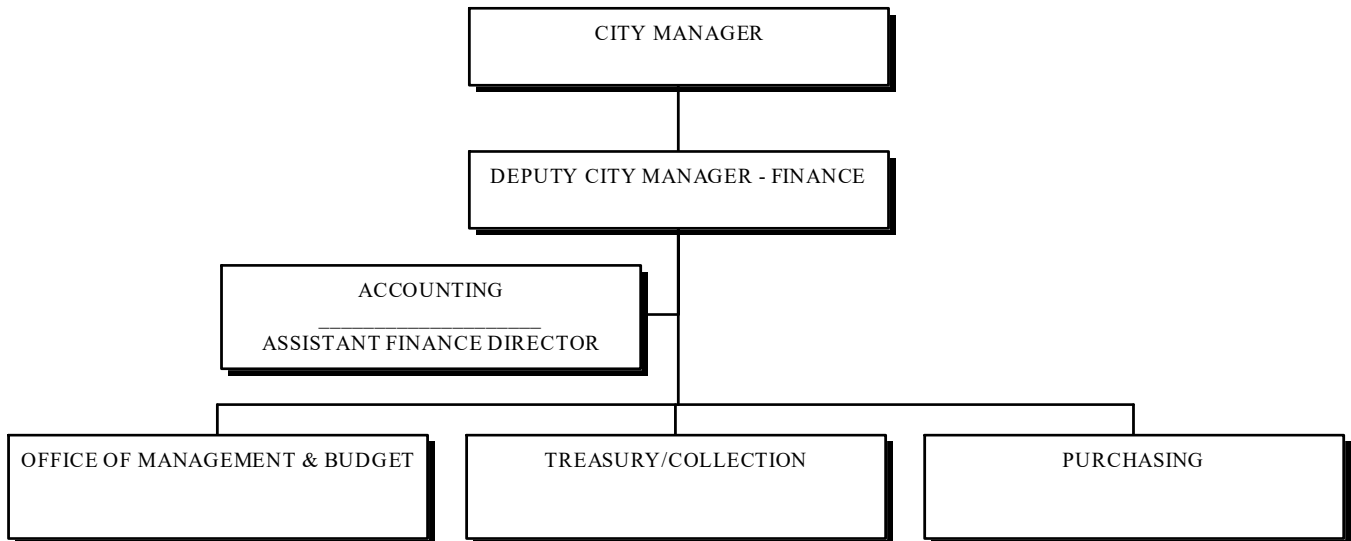
Finance

Mission

To effectively manage and report on the City's financial resources and recommend and implement sound fiscal policies.

Finance Department

Organizational Chart



Core Responsibilities

1. The Accounting Division processes weekly payroll and accounts payable; maintains the General Ledger and subsidiary ledgers for all City Funds; prepares monthly and quarterly financial statements; works with the NH Department of Revenue Administration on tax rate setting; and works with external auditors on the annual audit.
2. The Office of Management and Budget (OMB) coordinates and works with departments on the preparation of the annual budget, and develops the compensation, fringe benefits, insurances, and utilities budgets; monitors budget performance; prepares supplemental budget appropriations; forecasts trends; and works with departments to develop more efficient fiscal processes and procedures.
3. The Treasury/Collections Division handles automobile registrations, cash collection and management, trust funds, property tax billing and collection, bond rating, bond sales and debt service management.
4. The Purchasing Division meets the purchasing needs of all City departments and encourages open competition that is fair, ethical and efficient.

Finance

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Property Taxes-2016 on	\$35,923,057	\$36,844,125	\$39,009,301	\$39,050,000	\$40,817,710
Railroad Tax	\$2,781	\$45	\$664	\$664	\$1,000
Motor Vehicle Registrations	\$6,497,093	\$6,686,684	\$6,389,000	\$6,900,000	\$6,740,000
Interest Costs and Penalties	\$665,885	\$645,922	\$425,000	\$425,000	\$425,000
Rooms and Meals Tax	\$2,042,723	\$2,191,965	\$2,190,811	\$2,190,000	\$2,190,000
Highway Block Grant	\$863,882	\$862,747	\$1,634,370	\$1,634,370	\$885,340
MV State Agent Admin	\$124,773	\$123,777	\$120,000	\$122,000	\$122,000
MV Transportation Admin	\$19,680	\$19,773	\$19,000	\$19,500	\$19,300
MV Transportation Surcharge	\$177,089	\$177,984	\$173,000	\$175,000	\$175,000
MV Waste Disposal	\$19,916	\$20,004	\$19,000	\$19,500	\$19,300
Investment Income	\$102,606	\$196,731	\$225,000	\$400,000	\$582,460
Finance Charges	\$5,733	\$488	\$2,000	\$4,500	\$2,000
Sale of Surplus Property	\$46,029	\$29,084	\$30,000	\$56,720	\$30,000
Miscellaneous	\$6,158	\$195,526	\$500	\$700	\$500
Budgetary Use of Fund Balance	\$0	\$0	\$1,068,490	\$0	\$0
Transfer In-Trust/Capital Reserve	\$20,000	\$30,000	\$30,000	\$30,000	\$0
Total Revenue	\$46,517,403	\$48,024,854	\$51,336,136	\$51,027,954	\$52,009,610
Expense					
Compensation	\$1,243,257	\$1,233,234	\$1,302,756	\$1,329,670	\$1,336,435
Fringe Benefits	\$537,421	\$562,941	\$581,027	\$571,800	\$599,283
Outside Services	\$220,117	\$224,998	\$229,079	\$226,097	\$229,801
Supplies	\$39,216	\$38,177	\$45,153	\$43,060	\$44,213
Insurance	\$10,790	\$11,590	\$11,570	\$11,570	\$10,790
Capital Outlay	\$20,516	\$21,038	\$30,000	\$910	\$0
Miscellaneous	\$136	\$0	\$0	\$10	\$0
Total Expense	\$2,071,454	\$2,091,977	\$2,199,585	\$2,183,117	\$2,220,522

Finance

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Collection Rate as a % of Current Levy	98.5%	98.8%	98.8%	98.8%
2. Total Number of Motor Vehicle Registrations	44,878	44,900	46,000	46,200
3. Bond Rating – Moody's/S&P	Aa1/AA+	Aa1/AA+	Aa1/AA+	Aa1/AA+
4. Number of Purchasing Transactions	8,065	7,825	7,700	7,700
5. Dollar Value of All Purchasing Transactions	\$46,509,471	\$44,939,559	\$45,000,000	\$45,000,000
6. Direct Deposit Participation Rate	82%	82%	82%	82%

2019 Goals

1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
2. Continue to maintain or improve the City's current bond ratings.
3. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.
4. Complete implementation of the Financials module of the new Enterprise Resource Planning (ERP) software; and begin planning, setup and testing of the Payroll module in anticipation of a January 1, 2020 go-live date.

2018 Goals Status

1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
9-Month Status: The collection rate has improved as the economy has recovered from the recession. The collection rate for June 30, 2017 was 98.8%. The Collections Office mailed friendly reminder notices in the months of February and April to past due tax accounts with the hope of decreasing the number of "intent to lien" notices.
2. Continue to maintain or improve the City's current bond ratings.
9-Month Status: The City has a strong bond rating and continues to stay in contact with the rating agencies to maintain the current rating. Standard and Poor's has commented on the City's "very strong management with strong financial policies and practices".
3. Apply for and achieve the Government Finance Officers Association (GFOA) Budget award.
9-Month Status: The City was awarded the GFOA's Distinguished Budget Presentation Award for FY 2018.
4. Finalize contract negotiations and begin implementation phase of new financial Enterprise Resource Planning (ERP) software.
9-Month Status: The City signed an agreement with Tyler Technologies, Inc., on September 29, 2017, for the purchase of new financial Enterprise Resource Planning (ERP) software. The ERP Steering Committee and other City staff have been working with Tyler Technologies on the first phase of the software implementation, the Core Financials. Training sessions for all elements of the module have been held and a new Chart of Accounts is currently being developed and reviewed. An April 1, 2019 go-live date is anticipated. Other modules are currently projected to go-live on January 1, 2020 (Human Capital Management), July 1, 2020 (Utility Billing), and January 1, 2021 (Tax Billing & Collections).

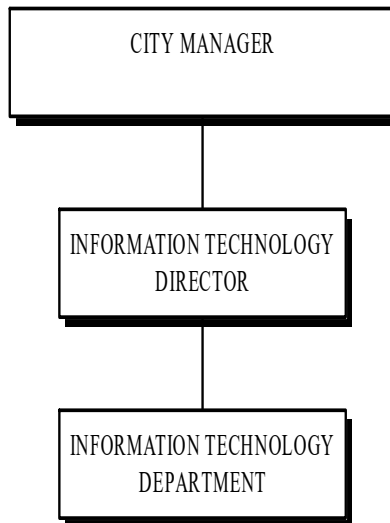
Information Technology

Mission

To provide and support reliable, high quality, cost-effective technologies and technology-based services in a timely manner to all clients of City services.

Information Technology

Organizational Chart



Core Responsibilities

1. Database Analysts and System Development: Support all database and Enterprise Resource Planning systems across all departments, including, but not limited to fleet management, personnel records, telephone records, SQL reporting functions, as well as day-to-day support of integrated disparate systems.
2. Network and Operations Management: Support all network activities, security, system access, hardware management, virtualized software management, printing, servers, desktop systems and helpdesk responses.

Information Technology

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Expense					
Compensation	\$440,742	\$504,102	\$521,861	\$513,500	\$551,079
Fringe Benefits	\$196,051	\$200,673	\$213,054	\$226,676	\$252,527
Outside Services	\$132,473	\$147,787	\$150,670	\$150,105	\$151,330
Supplies	\$2,007	\$1,027	\$1,800	\$1,800	\$1,800
Insurance	\$4,030	\$4,230	\$4,050	\$4,050	\$4,390
Total Expense	\$775,303	\$857,818	\$891,435	\$896,131	\$961,126

<u>Service Indicators</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Estimated</u>	2019 <u>Projected</u>
1. Number of Support Calls	3,600	3,700	3,100	3,400
2. Network Availability - Estimated Percentage	99.6%	99.3%	99.6%	99.7%
3. Average Website Visitors per Month	30,000	36,000	43,000	45,000
4. Number of Employee Systems Supported	478	482	490	490
5. Average Age of Hardware Systems	4.4	2.8	3.4	3.9

2019 Goals

1. Replace the Email and Unified messaging system. The City relies on its integrated core messaging system by every department, with alerting, paging, and system monitoring, as well as the everyday needs of the employees. This is also the core storage and backbone of our voicemail and unified messaging platform, which improves and maintains the mobility of communications which our varying departments demand in performing their services.
2. Replace the host server systems of our Virtual Server Infrastructure. These infrastructure “engines” allow us to consolidate, manage and maintain over 100 virtualized server systems. They also perform the work for the City’s ERP systems and all future financial systems. Developing high availability and robust performance is the goal for our service oriented systems.
3. Maintain and support the implementation of the new ERP financial and reporting systems. The Department will be supporting and maintaining both the legacy New World Systems ERP and also the new MUNIS financial ERP system, as we methodically move all modules, including Purchasing, Financial Management, Utility Billing, and others from Logos. We will handle the installation, coordination of training, concurrent entry testing, and development of methodology in conjunction with the Finance Department, over the course of the next three years.
4. Upgrade and replace the legacy assessing system, Vision Appraisal. This upgrade will provide the Assessing Department with better technology to document and perform appraisals.
5. Replace and upgrade the Network Monitoring system. This system monitors and alerts all network switches, departmental servers, virtual networks, and system processes. As the system that notifies of us issues before they affect departments and citizen services, this is critical to our customer support success.

2018 Goals Status

1. Replace Police mobile apparatus with mobile scan/print modules and new hardware.
9-Month Status: Completed. Replaced Datalux Mobile terminals with Patrol PC All in One units, with printing and scanning in-cruiser technology. The Police Department works with these units 24/7, 365 days per year, and they require a high performing platform that is robust in response to many users sharing the secure platforms. Strict confidentiality, encrypted communication connections, and FBI-approved security protocols are required to be maintained when processing criminal history data.

Information Technology

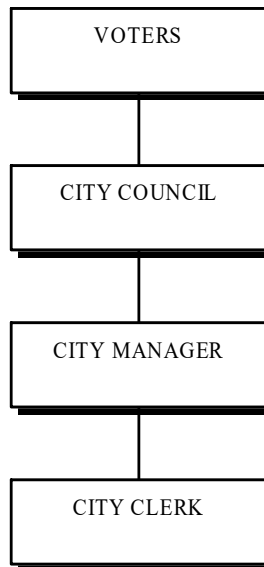
2. Support migration and implementation of Enterprise Resource Planning system.
9-Month Status: Ongoing. The initial purchase, installation and development of the MUNIS ERP system has been completed, along with the design and construction of a training room. An Intranet documentation site is being developed and coordinated in conjunction with the Finance Department for the continued advancement of the project.
3. Audit, design, and replace legacy backup software program.
9-Month Status: Completed. The Backup system from Paragon has been replaced with the Veeam software for both our physical and virtual servers. This will give us restoration capabilities from both digital and physical threats, including malware, viruses, and physical disasters such as water or fire damage.
4. Design and support communications for new multi-generational community center, including physical security systems.
9-Month Status: Ongoing, with a June 2018 completion target. We have worked extensively with the vendors and contractors for the new community center to design high availability, redundant power, wireless networks, secure entry doors and cameras, and communications with Recreation, Library and other City Departments.
5. Support Library migration to new circulation automation systems.
9-Month Status: Completed. The Department has supported the transition from local client-server based Millennium systems to a cloud-based service hosted by SirsiDynix, available in the Concord, Penacook, and Heights branches of the Library. This is also integrated with several technologies, such as the public computer reservation, public printing, secure VPN remote support, and self-checkout units.

City Council

Mission

The City Council is the legislative policy-making body of Concord's municipal government.

City Council Organizational Chart



City Council

Budget Detail

	2016	2017	2018	2018	2019
	Actual	Actual	Budgeted	Estimated	Budget
Expense					
Compensation	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
Fringe Benefits	\$1,244	\$1,245	\$1,254	\$1,250	\$1,262
Outside Services	\$12,905	\$19,568	\$22,000	\$18,100	\$20,240
Supplies	\$775	\$1,333	\$1,250	\$1,080	\$1,250
Insurance	\$150	\$160	\$150	\$150	\$140
Total Expense	\$31,075	\$38,306	\$40,654	\$36,580	\$38,892

CY 2018-2019 Priorities

Members of City Council met on January 29, 2018, to discuss and set priorities for CY 2018 and CY 2019. The following items are the top priorities that members of Council chose for 2018-2019.

1. Balanced Budget Issues: FY 2019 and FY 2020
2. Community-wide Economic Development Initiatives to Expand Tax Base
3. Public Safety Work and Continued Support of Social Safety Network
4. Public Information, Marketing and Communications
5. Parking Master Plan/Implementation Measures
6. Foster/Enhance Dialogue with Legislative Delegation
7. Enhanced Community Event Opportunities
8. Sustainability Initiatives

CY 2018-2019 Projects

1. Buildings and Parks
2. Future CIP Projects

CY 2018-2019 Ongoing Initiatives

1. Opportunity Corridor Economic Development
2. Citywide Multi-Generational Community Center
3. Create and Expand Partnerships
4. Continue Expanded Neighborhood Street Improvement Program

CY 2018-2019 GOALS STATUS

GOAL 1. BALANCED BUDGET ISSUES: FY 2019 AND FY 2020

- a) Collective Bargaining/Contract Negotiations: The City is currently under contract with all six of its labor unions. The City and the Concord Fire Officers Association (CFOA) have just begun negotiations, as the CFOA collective bargaining agreement expires on June 30, 2018.
- b) Health Insurance Costs: Health insurance costs will increase in FY 2019. The City was quoted a 9.9% not to exceed rate from its carrier, Harvard Pilgrim Health Care, effective July 1, 2018; and was able to negotiate an 8.9% final increase in rates. Costs continue to rise in health care overall, and the City competes in a tight market to recruit and retain talent. Therefore providing competitive health insurance is a must. All City employees now pay at least 10% of the premium costs for health insurance. The City provides insurance to retirees as well, and, this year, the medical portion of the plan was renewed with a 1.48% increase, and the prescription plan was renewed at a 12.5% increase. This will result in an increase of approximately \$30,000 for the retiree health insurance subsidy.

City Council

- c) Capital Financing Alternatives / Storm Water Utility: City Administration has scheduled an internal meeting to begin discussions on this utility.
- d) Enterprise Fund Approach: The Fiscal Policy Advisory Committee discussed Enterprise Funds at their April 16, 2018 meeting.

GOAL 2. COMMUNITY-WIDE ECONOMIC DEVELOPMENT INITIATIVES TO EXPAND TAX BASE

An Economic Development Marketing Tool Kit and a Strategic Plan has been drafted and accepted by City Council. The new Economic Development website is now live. Form-based code consultants have been retained and stakeholder meetings have been held.

City Council accepted a donation of labor, and appropriated funds, to renovate the terminal lobby and pilots' lounge at the Concord Municipal Airport, to make this entrance into Concord more attractive.

City Council authorized ArgenTech Solutions, Inc., to apply for an FAA waiver to locate a drone operations training company at the Concord Municipal Airport.

Upon unanimous recommendation of the Planning Board, the City Council approved the rezoning of 28.5 acres of property along Whitney Road from Urban Commercial and Industrial to Gateway Performance to encourage the development of said property.

GOAL 3. PUBLIC SAFETY WORK & CONTINUED SUPPORT OF SOCIAL SAFETY NETWORK

- a) Opioid/Substance Abuse: The Police Department continues to take an aggressive stance in combating the opioid and illegal drug crisis facing the City. The Department has worked closely with other stakeholders on this matter, to include other police agencies, service providers, and other branches of the criminal justice system. The Department is currently working directly with Riverbend's Choices, an initiative designed to provide comprehensive treatment services for those suffering from substance abuse issues. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the city.

During the first three months of 2018, the Police Department made 80 arrests of individuals with illegal drug related charges. The Department is using Project Granite Shield grant funds, received last fall, to cover overtime costs in conducting illegal drug investigations in the City of Concord and surrounding towns.

The Police Department also continues its involvement with the Merrimack County Drug Court Initiative. As part of this initiative, the Department has a member assigned to the Drug Court Team. The Team meets weekly to discuss the progress of individuals that have been assigned to participate in the Drug Court process. The Team regularly evaluates the status of each individual in the program and makes recommendations based upon the individual's performance. The Department conducts curfew checks on each participant that resides in Concord.

- b) Community Policing: Through the first three months of 2018, the Police Department was involved in a number of initiatives designed to further its relationship with the community. The Department hosted several community meetings involving the New American community at "Blue and You" events. At these events, officers meet with the New American Community and discuss ways to strengthen their relationship with the Department, as well as how to better understand American law enforcement. In turn, Department members learn more about their culture.

The Department participated in several other programs to help promote community interaction with children and adults. The Department conducted several "Lunch with a Cop" and "Police Readers" events throughout the schools in the Concord and Merrimack Valley School Districts.

Through the first three months of 2018, the Department sponsored one Rape Aggression Defense (RAD) Program. RAD is a comprehensive self-defense course for women and includes situational awareness, prevention, risk reduction and avoidance, and progresses to the basics of hands-on defense training. The RAD system is dedicated to teaching women defensive concepts and techniques against various types of assault by utilizing easy,

City Council

effective, and proven self-defense tactics. The system of realistic defense provides women with the knowledge to make an educated decision about resistance.

Due to the recent trend of mass shootings occurring in businesses and schools throughout the country, the Police Department has been offering active shooter training seminars. Through the first three months of 2018, the Department participated in two active shooter trainings with approximately 60 attendees.

Members of the Police Department have also presented several internet safety talks in the Concord and Merrimack Valley School Districts to help educate students about the dangers of the internet and how to avoid being victimized.

The Concord Police Department is committed to participating in these types of initiatives and continuing to foster the relationship between the Department and the community. All officers are encouraged to participate in community engagement activities. The success of the Department in providing the safest community possible is dependent upon a cooperative effort between the Department and the community as a whole.

GOAL 4. PUBLIC INFORMATION, MARKETING AND COMMUNICATIONS

- a) City Administration: An Economic Development Marketing Tool Kit has been developed, and the Public Information Officer position has been filled.
- b) General Services: The General Services Department continues to increase communications with the community. The Department disseminates public information via website updates, print media, press releases, the City Manager's newsletter, its monthly General Gazette newsletter, and bill stuffers. Social media is used to improve community engagement, continue branding, and encourage public awareness of services.

During the first three months of 2018, the Department continued to highlight its employees on social media and in the General Gazette featuring promotions, new hires, training initiatives, and retirements in order to develop personal connections with the public and "humanize" public works services. Job openings continue to be advertised on social media and in the General Gazette as well, with a consistent message that Concord General Services is a great place to work. A new YouTube video was published in January showcasing various Department employees in their work settings, explaining why they love working at General Services. This new video was used for promotional efforts to encourage the public to consider a career at Concord General Services. As of March 31, 2018, the video had been watched over 13,500 times, and the Department was able to track 734 website visits to the City's job posting page directly from the Facebook advertisement of the video. The video was highly engaged upon and will be promoted from time to time to increase recruitment.

WMUR's Chronicle filmed an episode at the Hall Street Wastewater Treatment Facility, which aired in January, to educate viewers about the work that goes into maintaining sustainable wastewater and biosolid recovery to protect public health and the quality of the river. This video was also later available online, which the Department then shared across social media, on its website, and in the General Gazette.

Winter storm parking bans were implemented numerous times during the first three months of 2018, which required heavy outreach for each ban issued. Every parking ban notice is published on the City website, e-mailed to alert and newsletter subscribers, advertised on social media, broadcasted by Concord TV (and often times WMUR), published online by local newspaper outlets, and mentioned on-air by local radio stations. A print flyer was also created and mailed out to residents of narrow streets encouraging them to park off-street during parking bans and to subscribe to parking ban alerts on the City website. The Department utilizes every possible outlet for every parking ban issued in order to reach as many people as possible. The Department has also issued some parking bans earlier than usual to get the message out to the community sooner.

In February, the General Services' Communication Coordinator wrote an article that was published in the American Public Works Association's *Reporter* magazine. The article showcased the successful Department outreach and celebration of the national "Imagine a Day Without Water" campaign back in October.

City Council

In March, the Department once again celebrated EPA WaterSense's "Fix a Leak" Week by encouraging the public to find and fix water leaks in the home. The Department held a Twitter Party to kick off the week with a national online conversation that included helpful information on how to find and fix leaks. The Department received very high engagement and over 6,000 tweet views during the hour-long Twitter Party. A new YouTube video, "How to Find Water Leaks at Home," was created and promoted in coordination with Fix a Leak Week, which featured the City's Water Conservation Technician chasing down water leaks in the average U.S. home. The Water Conservation Technician also made a guest appearance on 107.7 WTPL "The Pulse" radio station to promote Fix a Leak Week. Toilet leak dye test kits were available for residents at the water billing office and a "Royal Leak Detection" contest was held for residents to enter for a chance to win a free WaterSense labeled toilet. This campaign effectively engages and educates the community about water conservation. Additional topics promoted through various media outlets included Christmas Tree collection, delayed trash collection, and an Everett Arena energy saving project.

As of March 31, 2018, the Department had 1,744 Facebook friends, 463 Twitter followers, 24 Google+ followers, and 120 YouTube subscribers. In addition, the Department had 8,641 total subscriptions to the Alert Center, Notify Me, and News Flash modules of the City website. Approximately 55 press releases featuring the Department were published by the local media during the first quarter of 2018 as well.

- c) Human Resources Department: During the first three months of 2018, the Department posted eight new full-time, one permanent part-time, and four part-time positions vacancies; as well as nine temporary positions, three rosters, and one intern position. This totaled 26 new postings, of which seven were carried forward from the last quarter of 2017.

During the first three months of 2018, 13 job vacancies (FT, PPT, and PT) were filled, of which four were internal promotions and nine were new hires. There was an average of 63.5 days from posting to hiring. This statistic does not include temporary hires, roster development postings, or intern postings. There were two recruitments that totaled 266 days. Without these two outliers, the average number of days from posting to hiring would be 49.6 days. Additionally, there was one Firefighter hired from an existing roster and nine seasonal/temporary positions filled.

The Department continues to use its standard free resources (the City website, Primex, NHMA, Chamber of Commerce, and NH Community College Consortium), as well as paid sources (Union Leader, Indeed, Facebook, Linked In, Craig's List, and industry specific job boards) for promoting job postings. These sources typically generate an adequate response for most positions. The Department continues to look for new and affordable ways to promote our talent acquisition needs and looks forward to partnering with the City's new Public Information Officer to continue to develop its outreach.

- d) Information Technology: Outstanding growth of the City website has shown to be an excellent investment in communication technology. The IT staff has been working for the past 8 months with several department staff representatives, in conjunction with the City's website vendor, CivicPlus, on a redesign of the current website. Current design proposals will incorporate the City seal, a new color scheme, and will also redevelop the leisure services sites, as well as expand the design of the General Services pages. The new design will migrate all current functionality to the new site. The target to go live is tentatively the end of June 2018.
- e) Parks & Recreation: During the first three months of 2018, the Parks & Recreation Department created and distributed their annual winter/spring brochure. This brochure advertises all programs and events from March 1st to mid-June. In March, the Summer Camp brochure was also delivered to the community. The Summer Camp brochure advertises all regular summer camps, and many new camps that will be held in the new citywide community center. The Department continues to maintain very active Facebook (over 3,000 followers) and Instagram pages. Staff continues to be active on the City's website development team and has also upgraded the Department's scheduling software to allow users of the Audi to request dates and pay online for rentals. With this upgrade, the online registration page has an Audi Schedule where people can see upcoming shows and links to the performers' contacts/websites. Staff will continue to send out news releases and will work with the new Public Information Officer and Concord TV for assistance with marketing needs.

City Council

- f) **Police Department:** The Police Department utilizes a number of social media sites, as well as the City website, to present information about the Department to the public and to keep the public informed of events occurring in the City. The Department's website includes many pages with valuable information, including guidance on how to obtain reports and other services that the Department provides. The site also provides notification about upcoming hiring processes, drug take-back days, upcoming citizen police academies, and other events.

The Police Department's Twitter page has approximately 1,645 followers, and its Facebook page has approximately 3,650 followers. Both of these venues are used to disseminate information regarding Department/City events and provide emergency information as necessary.

The Police Department also administers the Concord Regional Crimeline, which allows individuals to anonymously provide tips regarding ongoing investigations in Concord and surrounding towns. Tips can be submitted by phone, online or by text message. During the first three months of 2018, over 35 tips were received leading to the arrest of 12 individuals.

The Police Chief participates in a weekly radio show on WKXL, where different topics are addressed based upon events occurring in the city, state, and, on occasion, the nation.

Another initiative of the Police Department is "Coffee with a Cop". This program is designed to promote interaction between the community and the Department by sharing coffee and fostering discussion in a relaxed atmosphere. Since its inception, the Department has held ten "Coffee with a Cop" events at different locations throughout the city, the most recent being held at Starbucks on Loudon Road. These events have been well received by the public and business owners.

GOAL 5. PARKING MASTER PLAN / IMPLEMENTATION MEASURES

The City embarked upon a strategic planning process in 2014 for the purpose of making the Parking Fund financially solvent, while simultaneously promoting economic development goals tied to parking, as well as improving customer service and the quality of the City's parking facilities. The Parking Committee presented its final Strategic Plan to the City Council on November 13, 2017. The Strategic Plan included a variety of short and long-term recommendations to be implemented over the next several years. In December 2017, the City Council approved several ordinances to begin implementation of parking reforms. Ordinances included changes to parking rates, hours of enforcement, citations, and resident permit parking near the UNH Law School. On April 9, 2018, the City Council approved \$35,000 to re-program meters and install updated signage in order to implement the above-mentioned ordinance changes.

On March 16, 2018, the City received proposals from vendors for the purchase of smart meters and future upgrade of parking kiosks. Demonstration periods for new smart meters and kiosks will begin this summer and continue for nine months so that the City may fully vet new equipment before purchasing.

Also in March, the City secured the domain name "ParkConcordNH.com" for the forthcoming independent parking website.

On May 14, 2018, the City Council will hold a public hearing on a proposed ordinance enabling the City to establish permit parking in certain parking garages and surface parking lots.

GOAL 6. FOSTER/ENHANCE DIALOGUE WITH LEGISLATIVE DELEGATION

Working with Senator Feltes, the City put forward a bill (SB 587) to amend certain State statutes concerning motor vehicle registration surcharges to support construction and maintenance of parking infrastructure. The proposal was determined inexpedient to legislate by the Senate Ways and Means Committee.

GOAL 7. ENHANCED COMMUNITY EVENT OPPORTUNITIES

City Council has approved a partnership with the League of NH Craftsmen to hold an event in September 2018 on South Main Street. City Council has also approved the sponsorship of the 2018 Governor's Conference on Tourism to be held in Concord. The City's banner program continues.

City Council

The Parks & Recreation Department continues to work with many organizations to offer community events. This past winter, the Department worked with the Black Ice Pond Hockey Association for the annual event at White Park. Also this winter, the Department created a partnership with Concord Crew for a summer “Learn to Row” program for first time rowers, and worked with Red River Theatres to co-sponsor two “Movies in the Park” events for this summer. The Department is also co-sponsoring a new 5K road race at Rollins Park with the Frank Monahan Foundation. Some of the proceeds from this event will come back to the City to help upgrade the basketball court at Rollins Park.

GOAL 8. SUSTAINABILITY INITIATIVES

- a) Form-Based Code – Concord Next: In early February, key members of the Code Studio consultant team traveled to Concord for a three-day visit to explore the community, meet with key stakeholders, and conduct an initial public kick-off meeting. The purpose of the stakeholder interviews was to hear from people familiar with the city, local development, and existing regulations.

PROJECT 1. BUILDINGS AND PARKS

- a) White Park Skate House: Milestone Engineering and Construction was selected for the project. The City entered into a contract with Milestone on February 27, 2018. The estimated total cost of the project is \$1.15 million. The Mayor plans to form a committee to raise half of the total project budget through fundraising.
- b) Athletic Fields: The Parks & Recreation Department continues to work with leagues to review and increase the usage of its athletic fields. This spring, there will be over 230 youth and adult baseball games played on the City’s four baseball fields, an increase from last year, and an increase of almost 70 games over FY 2012, when the Department was reorganized. The Department has also created a new youth lacrosse field at Memorial Field that will be useable for weekend use by the Concord Crush Youth Lacrosse League.
- c) Terrill Park: The Parks & Recreation Department continues to work with VHB, Planning and Engineering staff on the final design and permitting for the new Terrill Park. All local and State permits will be filed and permits should be reviewed and returned to the City this spring. These permits will be valid for five years, which should be ample time for the City to complete the project.
- d) Penacook Branch Library: Library staff will be meeting with the Penacook Village Association in May to discuss the future of the Penacook Branch Library. Staff has contacted other libraries that have recently launched new bookmobile services to obtain some usage statistics.

PROJECT 2. FUTURE CIP PROJECTS

The final portion of the Manchester Street project design has begun. The Abbott Road/Sewalls Falls Road roundabout is tentatively scheduled to begin in June 2018.

ONGOING INITIATIVE 1. OPPORTUNITY CORRIDOR ECONOMIC DEVELOPMENT

- a) Former NH Employment Security Property: In October 2017, the City Council held a public hearing and approved an agreement to sell the former NH Employment Security property to Dol-Soul Properties for \$1.075 million. Dol-Soul plans to redevelop the property into a 180,000 square foot mixed use project, featuring approximately 125 market rate apartments, 5,000 square feet of commercial space, and 125 parking spaces. To support the project, the City will demolish the former Employment Security building at a cost of approximately \$300,000. The City may also provide a quantity of permit parking spaces to augment on-site parking provided by the developer. The developer has completed its due diligence and has begun the design process. It is anticipated that permitting will occur this summer, followed by demolition of the existing building this fall, and construction of the new building in spring 2019.
- b) Elm Grove Properties: In September 2017, the Elm Grove Companies acquired four properties in Downtown Concord for redevelopment. Elm Grove plans to renovate all four properties and will add 31 new market rate apartments, combined, at 5 South State Street and 15 Pleasant Street. On December 11, 2017, the City Council granted RSA 79-E Community Tax Relief Incentives with six-year terms to support the renovation of the two properties. Both projects will be completed this summer.

City Council

- c) Hotel Concord: During the fall of 2017, Capital Commons, LLC, began renovating approximately 20,000 square feet of its office building located at 11 South Main Street into an independent, 38-room boutique hotel. The hotel will be located on the 3rd, 4th, and 6th floors of the building. The initial phase of the project will be completed in August 2018. The second phase of the project will be completed in early 2019.

- d) New Concord Theatre: On December 27, 2017, local developer Steve Duprey, doing business as New Concord Theatre, LLC, acquired the former Concord Theatre located at 16-18 South Main Street for the sum of \$483,500. Mr. Duprey is working in partnership with the Capitol Center for the Arts (CCA). Together, they plan to undertake a \$5,457,102 renovation of the property to create a new performing arts venue. The new venue will be a second location which will be operated – and eventually owned by – the CCA. This new venue will feature an auditorium with capacity to hold between 270 guests (seated) to 450 patrons (standing), and will be capable of hosting a variety of performances, including small plays, concerts, lectures, and movies. The auditorium will be equipped with retractable stadium seating for easy configuration of the space, depending upon the event. The Theatre will also have banquet capabilities for meetings, parties, weddings, and other special events. On January 24, 2018, the City’s Community Development Advisory Committee approved a loan participation agreement with the Capitol Regional Development Council in the amount of \$250,000 to support the project. Pending award of New Markets Tax Credits and Historic Tax Credits, the project will begin in late spring/early summer 2018. The project will take approximately 9-12 months to complete.

- e) Former Allied Leather Tannery: On May 8, 2017, the City Council approved a purchase and sales agreement to sell approximately 2.5 acres of the site to the Caleb Development Corporation for the sum of \$540,000 (a full price offer). Caleb plans to redevelop the property into a 54-unit affordable housing project. The remaining 1.5 +/- acres of the site will be retained by the City for a potential future riverfront park, currently scheduled in CIP #567 in FY 2020 for \$1.2 million, as added by the City Council during the FY 2018 budget adoption process. The project has secured all required approvals from the Planning and Zoning Boards. In November 2017, Caleb applied for certain federal tax credits to support development of the project. Their application was not funded and Caleb plans to reapply for said credits in August. Awards will be announced in October 2018. Should Caleb receive necessary tax credits, sale of the property would close by the end of 2018, and construction would begin in spring 2019.

- f) Storrs Street Extension: The City is awaiting further determination from the NHDOT concerning preferred alternatives for I-93 Exits 14 and 15. The State’s ultimate route will impact circulation in the area of Stickney Avenue. The City and the Transportation Policy Advisory Committee have expressed concerns regarding the latest iteration of the State’s plan, particularly its impact on pedestrian and cyclist connectivity across the river.

ONGOING INITIATIVE 2. CITYWIDE MULTI-GENERATIONAL COMMUNITY CENTER

A construction contract was executed with Milestone Engineering and Construction last May, and construction for the new citywide multi-generational community center began on June 15, 2017. The 30,750 square foot facility will be completed and open to the public in June 2018. The project is on schedule and on budget.

ONGOING INITIATIVE 3. CREATE & EXPAND PARTNERSHIPS (particularly in regards to Recreation and Economic Development opportunities)

The City is partnering with the League of NH Craftsmen to hold an event on South Main Street in September 2018.

Mayor Bouley announced the kickoff of the public portion of the fundraising effort for the White Park Multi-Use Facility, with the co-chairs of this campaign being Jennifer Frizzell and Chris Brown. In addition, Tom Champagne, Councilor Champlin, Kristyn Van Ostern, Laura Simoes, and Luke Bonner have agreed to volunteer their time and effort to see this project through. The H.L. Turner Group has donated over \$40,000 of free labor to put the designs and planning together to this point.

ONGOING INITIATIVE 4. CONTINUE EXPANDED NEIGHBORHOOD STREET IMPROVEMENT PROGRAM

The FY 2018 paving project was awarded to GMI Paving and work has begun. Work is presently being performed on Washington Street (Penacook), Millstream Street, Randolph Street, and Rum Hill Road.

City Council

City Boards and Commissions

<u>Board/Commission</u>	<u># of Members</u>
Airport Advisory Committee	9
Board of Assessors	3
Board of Ethics	6
Board of Health	3
Board of Revision of Assessment	5
Building Board of Appeals	8
Committee for Concord's Plan to End Homelessness	16
Community Development Advisory Committee	10
Concord Housing Authority	5
Conservation Commission	11
Conservation Commission – Trails Subcommittee	14
Contoocook River Local Advisory Committee	3
Demolition Review Committee	5
Design Review Committee	7
Energy & Environment Advisory Committee	13
Everett Arena Advisory Committee	12
Facilities Naming Committee	3
False Alarm Appeals Board	4
Finance Committee	15
Fiscal Policy Advisory Committee	7
Golf Course Advisory Committee	16
Heritage Commission	13
Joint City/School Committee on Cooperation	13
Library Board of Trustees	9
Licensing Board	3

City Council

City Boards and Commissions (continued)

<u>Board/Commission</u>	<u># of Members</u>
New Hampshire Rail Transit Authority	1
North End Opportunity Corridor TIF District Advisory Board	7
Northern Pass Committee	5
Parking Ad-Hoc Committee	4
Penacook Village TIF District Advisory Board	7
Personnel Appeals Board	3
Planning Board	12
Poles & Wires Committee	3
Public Safety Board	14
Recreation & Parks Advisory Committee	14
Rules Committee	6
Sears Block TIF District Advisory Committee	7
Solid Waste Advisory Committee	14
State-Capitol Region Planning Commission	10
Tax Exemption Policy Committee	5
Taxicab Licensing Board	3
Technical Review Committee	7
TPAC – Cycling & Pedestrian Subcommittee	9
TPAC – Public Transportation Subcommittee	5
Traffic Operations Committee	11
Transportation Policy Advisory Committee (TPAC)	14
Trustees of Trust Funds	4
Upper Merrimack River Local Advisory Group	3
Utility Appeals Board	5
Zoning Board of Adjustment	10

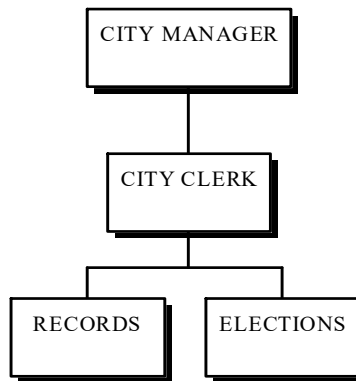
City Clerk

Mission

To efficiently meet all legal obligations with respect to elections and all official records of the City.

City Clerk

Organizational Chart



Core Responsibilities

1. Record, preserve, manage and issue all vital record events occurring within the City, including birth, marriage, divorce and death records.
2. Conduct and preserve the integrity of all local, state and national elections; issue dog licenses; and maintain many of the City's most important records.
3. Act as the liaison between the public and the Mayor and City Council.
4. Prepare all City Council meeting agendas, minutes, and official notices.

City Clerk

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Dog Licenses	\$24,341	\$44,364	\$31,000	\$27,500	\$29,500
Marriage Licenses	\$2,919	\$2,962	\$2,800	\$2,730	\$2,800
School District Payments	\$2,985	\$5,744	\$3,000	\$3,370	\$4,000
Recording Fees	\$5,265	\$11,545	\$4,000	\$7,890	\$4,800
Sundry Services	\$51,451	\$57,022	\$42,440	\$49,000	\$45,320
Miscellaneous	\$3,531	\$3,502	\$100	\$120	\$300
Total Revenue	\$90,491	\$125,138	\$83,340	\$90,610	\$86,720
Expense					
Compensation	\$285,154	\$297,863	\$282,392	\$277,220	\$315,418
Fringe Benefits	\$104,521	\$93,687	\$98,568	\$97,260	\$105,538
Outside Services	\$18,441	\$17,528	\$16,112	\$11,142	\$16,470
Supplies	\$14,215	\$16,917	\$11,495	\$10,810	\$20,975
Insurance	\$2,220	\$2,520	\$2,650	\$2,650	\$2,580
Total Expense	\$424,551	\$428,515	\$411,217	\$399,082	\$460,981

<u>Service Indicators</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Estimated</u>	2019 <u>Projected</u>
1. Birth Certificates Issued	2,566	2,540	2,500	2,500
2. Marriage Certificates Issued	820	933	975	930
3. Death Certificates Issued	3,539	4,263	3,000	3,000
4. Divorce Records Issued	157	180	150	150
5. Marriage Licenses Issued	407	407	420	410
6. Marriage Ceremonies Performed	115	148	120	120
7. Dog Licenses Issued	4,272	6,043	5,100	5,100
8. Notice of Intent to Issue Summons	1,064	1,500	300	250
9. Voter Registrations Processed	2,733	3,514	400	1,500
10. Absentee Voters Serviced	1,303	2,689	172	1,300
11. Average Number of Ballots Cast	21,695	29,696	5,273	21,000

2019 Goals

1. Continue to implement use of the automated agenda system by other boards and commissions within municipal government with a goal of getting all boards and commissions to use our current automated system.
2. Continue to work with all departments on finalizing a citywide retention schedule for municipal documents in accordance with State law.
3. Complete general office and election procedure manuals that clearly define and provide guidance specific to the many duties that must be completed by staff within the City Clerk's Office.
4. Continue to investigate and implement potential electronic improvements to Election Day activities.

City Clerk

2018 Goals Status

1. Continue to implement use of the automated agenda system by other boards and commissions within municipal government with a goal of getting all boards and commissions to use our current automated system.
9-Month Status: Staff within City Administration has been trained and has implemented use of the automated agenda system for the Fiscal Policy Advisory Committee's agendas since October 2017. Staff hopes to continue to implement the automated agenda system for other boards and commissions within the City.
2. Finalize and implement updated procedures for all committees to use in order to assure compliance with Right to Know laws specific to the posting of meetings, as well as the production of minutes for those meetings.
9-Month Status: The City Clerk's Office is in the process of finalizing a procedure manual to be used by all boards and committees. Staff has also implemented improved procedures specific to the appointment or reappointment of members to committees within the City. Newly elected and/or reappointed members of boards and commissions now receive packets of information; specific to the committee they have agreed to serve on, when they appear in the City Clerk's Office to sign their oaths of office. Information provided includes the charge of the committee; typical meeting schedule, if available; an updated committee member listing; and information relative to the staff support person within the City, if applicable.
3. Continue to work with all departments on finalizing a citywide retention schedule for municipal documents in accordance with State law.
9-Month Status: Minimal progress has been made to date. This committee has been tasked with making recommendations as to how long municipal records not listed within State retention statutes should be kept, along with which departments should retain documents currently stored by more than one municipal office. Final committee recommendations will be submitted to Administration for review and approval.
4. Complete general office and election procedure manuals that clearly define and provide guidance specific to the many duties that must be completed by staff within the City Clerk's Office.
9-Month Status: The City Clerk's Office is finalizing the completion of a vital records manual. Minimal progress has been made on the election and general office manuals; both remain office priorities.
5. Continue to investigate and implement potential electronic improvements to Election Day activities.
9-Month Status: Staff closely monitors legislation that may affect election related activities. Staff remains hopeful that changes will eventually be made that allow electronic process improvements specific to Election Day activities.

2019 Operating Budget

General Overhead

Revenue

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Transfers					
Transfer in-Engineering Inspections	\$1,892	\$1,830	\$1,870	\$1,870	\$1,810
Transfer In-Parking Fund	\$97,390	\$97,460	\$97,550	\$97,550	\$97,610
Transfer In-Airport Fund	\$32,340	\$33,670	\$31,431	\$31,431	\$33,260
Transfer In-CD Con Prop Mgmt Fund	\$55,600	\$48,800	\$45,000	\$45,000	\$29,000
Transfer In-Impact Fee Fund	\$131,790	\$45,000	\$57,890	\$57,890	\$104,540
Transfer In-NEOCTIF	\$34,744	\$36,480	\$38,300	\$38,300	\$40,215
Transfer In-Sears Block TIF	\$385,210	\$386,560	\$433,392	\$433,392	\$432,140
Transfer In-Penacook TIF	\$1,368	\$1,440	\$1,512	\$1,512	\$1,590
Transfer In-Golf Fund	\$76,440	\$0	\$76,350	\$76,350	\$76,350
Transfer In-Arena Fund	\$48,370	\$48,090	\$46,544	\$46,544	\$49,987
Transfer In-Water Fund	\$471,315	\$501,320	\$469,821	\$469,821	\$508,375
Transfer In-Wastewater Fund	\$570,825	\$599,405	\$597,310	\$597,310	\$649,105
Transfer In-Trust/Capital Reserve	\$30,000	\$30,000	\$0	\$0	\$6,000
Transfer In-Trust/Self Insurance	\$2,168	\$2,737	\$420,000	\$420,000	\$220,000
Subtotal	\$1,939,452	\$1,832,792	\$2,316,970	\$2,316,970	\$2,249,982
Special Programs					
Cable TV Franchise	\$839,214	\$923,973	\$918,460	\$900,370	\$900,370
Transfer In-Trust/Economic Dev	\$30,000	\$34,000	\$87,000	\$80,000	\$180,000
Subtotal	\$869,214	\$957,973	\$1,005,460	\$980,370	\$1,080,370
Risk and Insurance					
Insurance Distributions & Credits	\$529,979	\$0	\$0	\$0	\$0
NHRS subsidy for Retiree Health Ins	\$992,233	\$955,283	\$963,150	\$957,000	\$962,060
Retiree share of Health Ins	\$428,733	\$415,329	\$472,380	\$442,000	\$483,580
Subtotal	\$1,950,945	\$1,370,612	\$1,435,530	\$1,399,000	\$1,445,640
Comp Adjustment					
Transfer In-Trust/Self Insurance	\$183,000	\$0	\$0	\$0	\$0
Subtotal	\$183,000	\$0	\$0	\$0	\$0
Social Service Agencies					
Donations	\$0	\$0	\$0	\$0	\$10,000
Subtotal	\$0	\$0	\$0	\$0	\$10,000
Total Revenue	\$4,942,610	\$4,161,377	\$4,757,960	\$4,696,340	\$4,785,992

2019 Operating Budget

General Overhead

Expense

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Transfers					
Transfer Out-Parking Fund	\$0	\$0	\$0	\$0	\$40,706
Transfer Out-CD Grant Admin Fund	\$1,194	\$0	\$0	\$0	\$0
Transfer Out - Capital Proj Fund	\$340,000	\$391,750	\$391,750	\$391,750	\$443,250
Transfer Out-Golf Course Fund	\$20,520	\$19,760	\$0	\$0	\$0
Transfer Out-Arena Fund	\$15,280	\$0	\$0	\$0	\$0
Transfer Out-Trust	\$2,471,757	\$2,507,273	\$2,742,625	\$2,674,400	\$1,026,025
Subtotal	\$2,848,750	\$2,918,783	\$3,134,375	\$3,066,150	\$1,509,981
Special Programs					
Cable TV System	\$272,007	\$344,443	\$342,597	\$336,540	\$336,537
League of NH Craftsmen	\$0	\$0	\$0	\$0	\$5,000
Holiday Celebrations	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Intown Concord	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
SPCA	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Subtotal	\$332,007	\$404,443	\$402,597	\$396,540	\$401,537
Debt Service					
Principal on Bonds and Notes	\$4,117,232	\$3,990,732	\$4,530,640	\$4,530,640	\$5,203,480
Bond Costs	\$50,313	\$75,126	\$65,000	\$56,000	\$57,800
Interest on Bonds and Notes	\$1,307,202	\$1,440,650	\$1,611,100	\$1,511,100	\$1,739,750
Subtotal	\$5,474,746	\$5,506,508	\$6,206,740	\$6,097,740	\$7,001,030
Risk and Insurance					
Health Ins-Employee & Retiree	\$2,243,415	\$2,031,664	\$2,227,160	\$2,110,870	\$2,306,830
Prof & Tech Serv	\$0	\$0	\$5,000	\$5,000	\$5,000
Insurance Deductible and Reserve	\$2,168	\$2,737	\$15,000	\$15,000	\$15,000
Subtotal	\$2,245,582	\$2,034,401	\$2,247,160	\$2,130,870	\$2,326,830
Contingency					
City Council Contingency	\$0	\$0	\$20,000	\$0	\$20,000
Operational Contingency	\$0	\$0	\$100,000	\$0	\$100,000
Subtotal	\$0	\$0	\$120,000	\$0	\$120,000
Comp Adjustment					
Compensation Adjustment	\$0	\$0	\$263,705	\$0	\$407,955
Subtotal	\$0	\$0	\$263,705	\$0	\$407,955
Street Lighting					
Electricity	\$487,217	\$463,492	\$480,685	\$502,000	\$517,060
Subtotal	\$487,217	\$463,492	\$480,685	\$502,000	\$517,060

2019 Operating Budget

General Overhead

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Social Service Agencies					
Community Action Program	\$17,710	\$17,710	\$17,710	\$17,710	\$17,710
Concord Area Transit (CAT)	\$125,350	\$165,350	\$165,350	\$165,350	\$165,350
Concord Coalition to End Homelessness	\$10,000	\$0	\$0	\$0	\$30,000
Crisis Center of Central NH	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Edna McKenna House	\$31,220	\$31,220	\$31,220	\$31,220	\$31,220
Friends Program	\$57,000	\$57,000	\$57,000	\$57,000	\$57,000
Homeless Shelter at St. Peter's Church	\$30,000	\$30,000	\$0	\$0	\$0
New American Africans	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Penacook Community Center	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000
Subtotal	\$316,780	\$346,780	\$316,780	\$316,780	\$346,780
Total Expense	\$11,705,082	\$11,674,407	\$13,172,042	\$12,510,080	\$12,631,173

2019 Operating Budget

General Overhead

General Overhead Descriptions

Transfers

Transfers (Revenue)

Reflects the transfer of funds from Enterprise and Special Revenue Funds for municipal overhead charges and other related costs between those funds and the General Fund. Also includes transfers from Trust Capital Reserves to cover selected General Fund expenditures. The FY19 transfer from Trust Capital Reserves reflects a \$200,000 Transfer from Self-Insurance Reserve to cover increased health insurance costs. This transfer will exhaust the remaining balance of the Self-Insurance Reserve.

Transfers (Expense)

Reflects transfers to capital project funds for various projects and Trust Funds, mainly for transfer of a portion of the Highway Block Grant revenues for paving purposes.

Special Programs

Intown Concord

Intown Concord manages a variety of downtown events (such as Market Days), provides grant funds to property owners for façade improvements, works with the City to maintain and grow businesses within the City's central business district, and advocates for a number of issues which are critical for the future vitality of Downtown Concord. This expense is offset by the Transfer In from the Economic Development Trust. Intown Concord is level funded for FY 2019.

League of NH Craftsmen

Funding is recommended for the League of NH Craftsmen to help bring a festival to Concord in the fall of 2018.

Cable TV Franchise/System

The FY 2019 (Cable TV Franchise with Comcast) fee decreased slightly from FY 2018. Funding for Concord TV for FY 2019 is in accordance with the contract funding formula and includes funding for the capital portion of the agreement.

Holiday Celebrations/Concord Veterans Council

This account provides for the cost of holiday decorations for Memorial Day and Veteran's Day observances in Concord and Penacook. The recommended funding amount for FY 2019 remains the same.

Pope Memorial SPCA

Funding for the Pope Memorial Society for the Prevention of Cruelty to Animals (SPCA) is recommended to be level for FY 2019. The Pope Memorial SPCA is a private organization that provides a variety of programs and services in Concord, one of which would need to be funded as Animal Control in the Police Department budget at a higher cost than what is paid to the SPCA.

Debt Service

Debt Service

Includes all General Fund bond costs, interest and principal on bonds and notes.

Risk and Insurance

Insurance Distributions and Credits (Revenue)

Represents premium holidays from Primex for Worker's Compensation insurance. The credits were for premiums paid in prior years. No revenue is anticipated to be received in FY 2019.

Health Ins-Employee & Retiree

Includes the full cost of health insurance for retired employees. Overall, 62.7% of costs are recouped from a NHRS subsidy for retirees (for eligible employees) and Retiree share of Health Insurance (directly from retirees).

2019 Operating Budget

General Overhead

Insurance Deductible & Reserve

Represents deductible amounts for Auto and Property/Liability claims.

Prof & Tech Services

The self-insurance reserve will be used in part for consulting services to assist in managing insurance exposures, contracts and other risks. In addition, funding is provided for deductibles and small uninsured claims that arise during the year. A transfer-in from the Self Insurance Trust offsets both these expenses. The Self Insurance Trust will be depleted at the end of FY 2019.

Contingency

Contingency

These accounts are used to allocate funds for unexpected occurrences including City Council use, over-expenditures for snow and ice removal, Welfare or other extraordinary expenses not included in the adopted budget.

Compensation Adjustment

Compensation Adjustment

This account is used to allocate funds for compensation adjustments and severance payments to retiring employees.

Street Lighting

Electricity

This expense reflects the cost of operating street lighting on City Streets.

Social Service Agencies

Community Action Program – Belknap/Merrimack County Area Center

Agency requested \$25,000 for this fiscal year, which represents a 41.2% increase over FY 2018 funding. Level funding in the amount of \$17,710 is recommended for FY 2019.

Concord Area Transit (CAT)/Public Transportation

Agency requested \$176,000 for this fiscal year; \$16,000 for Senior Transportation, \$19,350 for Special Transportation (door to door service for disabled individuals), and \$140,650 for Public Transportation. This budget recommends total funding of \$165,350 for FY 2019; \$16,000 for Senior Transportation, \$19,350 for Special Transportation and \$130,000 for Public Transportation. Level funding in the amount of \$165,350 is recommended for FY 2019.

Penacook Community Center

Agency requested \$33,000 for this fiscal year, which represents a 17.8% increase over FY 2018 funding. Level funding in the amount of \$28,000 is recommended for FY 2019. Continued commitment to the availability of community centers is recommended at this time.

Friends Program

Agency requested \$57,000 for this fiscal year, which represents no increase over FY 2018 funding. Level funding in the amount of \$57,000 is recommended for FY 2019. Continued commitment to the serious and growing issue of homelessness in the community is recommended at this time.

Salvation Army/McKenna House

Agency requested \$35,000 for this fiscal year, which represents a 12.1% increase over FY 2018 funding. Level funding in the amount of \$31,220 is recommended for FY 2019. Continued commitment to the serious and growing issue of homelessness in the community is recommended at this time.

Crisis Center of Central NH

Agency requested \$15,000 for this fiscal year, which represents a 20% increase over FY 2018 funding. Level funding in the amount of \$12,500 is recommended for FY 2019. Continued commitment to the serious issue of specialized housing for victims is recommended at this time.

General Overhead

Concord Coalition to End Homelessness

Agency requested \$30,000 for this fiscal year, which represents no increase over FY 2018 (FY 2018 funding was accomplished from other donations). Level funding in the amount of \$30,000 is recommended for FY 2019.

New American Africans

Agency requested \$10,000 for this fiscal year, which represents a 100% increase over FY 2018. Level funding in the amount of \$5,000 is recommended for FY 2019.

Homeless Shelter at St. Peters Church

In FY 2017, \$30,000 was appropriated to open a winter homeless shelter at St. Peters Church for a second year, stop gap measure. Funding for the Concord Coalition to End Homelessness replaces this expenditure.

Public Safety

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Police	\$691,148	\$562,588	\$608,000	\$687,500	\$644,400
Fire	\$2,819,245	\$2,863,243	\$2,704,863	\$2,890,889	\$2,813,457
Total Revenue	\$3,510,393	\$3,425,832	\$3,312,863	\$3,578,389	\$3,457,857
Expense					
Police	\$11,544,124	\$11,495,353	\$12,201,721	\$11,961,695	\$12,597,461
Fire	\$13,023,355	\$13,486,507	\$14,102,107	\$13,747,772	\$14,214,899
Total Expense	\$24,567,479	\$24,981,861	\$26,303,828	\$25,709,467	\$26,812,360

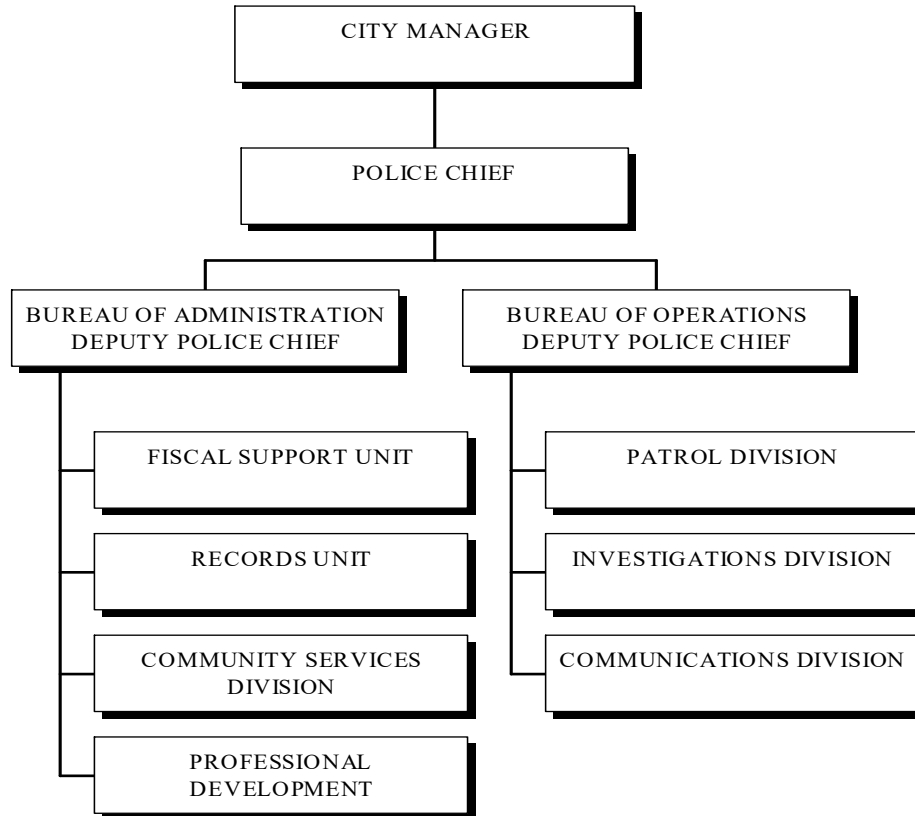
Police

Mission

To protect life and property, maintain order and attempt to resolve the community's needs by coordinating the required resources.

Police Department

Organizational Chart



Core Responsibilities

1. The Bureau of Administration oversees all of the fiscal functions and responsibilities of the Department, as well as the in-service training of Department personnel and recruitment of new officers. The Bureau of Administration also maintains police records and oversees Department equipment, vehicles, and facilities. The Community Services Division also operates under this Bureau and coordinates the Department's efforts in community policing and community engagement.
2. The Bureau of Operations consists of the following three Divisions:
 - a) Patrol Division: Performs day to day police functions which include responding to calls for service, traffic enforcement, criminal investigation, and community policing initiatives.
 - b) Investigations Division: Investigates major crimes, drug investigations, and juvenile offenses.
 - c) Communications Division: Receives information via various mediums and subsequently dispatches the information to officers in the field. Coordinates the dissemination and retention of criminal history and motor vehicle records.

Police

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
PD Licenses and Permits	\$8,236	\$5,977	\$3,000	\$2,300	\$2,500
Drug Forfeiture/Restitution	\$18,723	\$17,066	\$12,000	\$13,000	\$13,000
School District Payments	\$142,268	\$146,658	\$154,000	\$150,100	\$154,000
Reports, Prints and Copies	\$15,200	\$23,672	\$17,000	\$25,000	\$18,500
Cruiser Rental Fee	\$36,181	\$22,847	\$25,000	\$34,000	\$32,000
Police Patrol Services	\$4,759	\$7,353	\$5,800	\$9,000	\$6,400
Police Witness Fees	\$12,852	\$13,307	\$15,200	\$6,500	\$8,000
Special Police Duty Services	\$290,941	\$196,286	\$252,000	\$306,600	\$275,000
Parking Penalties	\$94,740	\$99,132	\$90,000	\$100,000	\$100,000
False Alarm Penalties	\$34,115	\$25,325	\$24,000	\$31,000	\$25,000
Miscellaneous	\$10,133	\$4,967	\$10,000	\$10,000	\$10,000
Transfer In-Trust/Capital Reserve	\$23,000	\$0	\$0	\$0	\$0
Total Revenue	\$691,148	\$562,588	\$608,000	\$687,500	\$644,400
Expense					
Compensation	\$7,164,893	\$7,206,763	\$7,311,166	\$7,382,080	\$7,614,008
Fringe Benefits	\$3,740,207	\$3,655,697	\$4,243,854	\$3,947,420	\$4,341,406
Outside Services	\$202,864	\$204,598	\$227,840	\$230,246	\$239,725
Supplies	\$162,998	\$173,974	\$180,800	\$175,250	\$182,475
Utilities	\$94,668	\$92,532	\$77,721	\$66,380	\$70,596
Insurance	\$155,494	\$161,789	\$157,130	\$157,109	\$149,251
Capital Outlay	\$23,000	\$0	\$3,210	\$3,210	\$0
Total Expense	\$11,544,124	\$11,495,353	\$12,201,721	\$11,961,695	\$12,597,461

<u>Service Indicators</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Estimated</u>	2019 <u>Projected</u>
1. Total Calls for Service	53,215	47,968	49,400	51,000
2. Total State Reportable Traffic Accidents	1,247	1,291	1,325	1,275
3. Total Traffic Fatalities	2	1	1	0
4. Total Traffic Summonses Issued	3,709	2,029	2,050	2,100
5. Total DWI Arrests	156	107	150	145
6. Total Domestic Violence Related Arrests	241	257	250	255
7. Drug Abuse Violations (Persons Arrested)	331	284	290	300
8. Total Part I Violent Crime Arrests	42	44	42	44
9. Total Custodial Arrests	2,746	2,382	2,425	2,500

Police

2019 Goals

1. Continue to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate departmental efforts with other stakeholders including federal, state, and local law enforcement agencies, service providers, and the court system. Utilize available grant funding through Project Granite Shield, and any other available sources, to improve the Department's response to the illegal drug epidemic.
2. Foster positive community engagement designed to further the relationship of the Department with the community and also address community related concerns. Specific attention will be given to addressing public safety concerns surrounding the homeless community. Continue efforts to improve the communication and level of cooperation with the community to improve quality of life issues facing the City, as well as to deter criminal activity.
3. Continue efforts to identify and implement strategies in dealing with individuals in mental and behavioral health crisis. Coordinate with Riverbend in order to most effectively utilize their Mobile Crisis Unit and provide appropriate training to Department personnel. Re-assess the Department's Crisis Intervention Team and implement any changes necessary to improve the effectiveness of the team. Continue efforts in training Department personnel in crisis intervention strategies.
4. Seek to fully staff all authorized sworn and civilian positions. Continue to implement strategies to increase police officer recruitment efforts, including the use of social media and other innovative methods of creating interest in the Department for prospective candidates.
5. Maintain a comprehensive, data driven, citywide traffic enforcement plan and integrate new strategies and alternate resources as necessary to make the streets of Concord safer for motorists, pedestrians, and bicyclists.

2018 Goals Status

1. Continue to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate departmental efforts with other stakeholders including federal, state, and local law enforcement agencies, service providers, and the court system. Utilize available grant funding through Project Granite Hammer and any other available sources to improve the Department's response to the illegal drug epidemic.
9-Month Status: The Department continues to take an aggressive stance in combatting illegal drug issues facing the City. An additional investigator has been added to the Drug Enforcement Unit in order to augment the Unit's efforts in conducting undercover drug investigations and to assist in collecting and disseminating drug intelligence. The Department has also worked closely with stakeholders in the community and throughout the State to include other police agencies, service providers, City Departments and the court system. The Department has a representative participating on the Merrimack County Drug Court Team, which began operating during the fall of 2017. Members of the Department also participate in the Prescription Drug Monitoring Program, the Concord Emergency Services Continuum of Care Workgroup, and various other groups geared towards addressing the illegal drug epidemic.

During the fall of 2017, the Department received a grant award in the amount of \$62,551 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Shield). These funds have been utilized by the Department to cover overtime costs associated with conducting illegal drug investigations in the City and surrounding towns. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the City. Through the first three quarters of FY 2018, the Department has made 197 arrests of individuals on a total of 299 illegal drug related charges.

The Department also maintains a prescription drug drop box in the lobby of the Police Department. This drug drop box allows people to drop off their unused or unwanted prescription medications that otherwise could be available for abuse or unauthorized consumption. During the first three quarters of FY 2018, over 530 pounds of prescription drugs have been turned in by members of the community.

Police

2. Foster positive community engagement designed to further the relationship of the Department with the community and also address community related concerns. Continue efforts to improve the communication and level of cooperation with the community to improve quality of life issues facing the City, as well as to deter criminal activity.

9-Month Status: Through the first three quarters of FY 2018, the Department has been involved in a number of initiatives designed to further its relationship with the community. The Department hosted several community meetings involving the New American community through “Blue and You” events. Officers met with the New American Community and discussed strategies to strengthen its relationship with the Department and discussed how to better understand American law enforcement. The Department also participated in two community health fairs to promote health and wellness information and provide information on assistance that is available for those new to the community.

The Department has continued to stay active in the community with the use of the Bicycle Unit and Motorcycle Unit through the summer and fall months. The activity of both units was recently suspended during the winter months. With the warmer weather approaching, these units will once again be deployed with a point of emphasis being on community interaction.

The Department participated in several new programs to help promote community interaction, both with children and adults. The Department conducted several “Ice Cream Patrols” throughout the City’s parks, issued free pizza and ice cream certificates to children who were observed practicing bicycle safety, and sponsored “Lunch with a Cop” events and “Police Readers” throughout the schools in both the Concord and Merrimack Valley School Districts. The Department also conducted several DARE classes in both the Concord and Merrimack Valley School Districts.

Through the first three quarters of FY 2018, the Department has put on four Rape Aggression Defense (RAD) programs, which are comprehensive self-defense courses for women and include situational awareness, prevention, risk reduction and avoidance, and progresses to the basics of hands-on defense training. The RAD System is dedicated to teaching women defensive concepts and techniques against various types of assault by utilizing easy, effective, and proven self-defense tactics. The system of realistic defense provides a woman with the knowledge to make an educated decision about resistance.

Due to the recent trend of mass shootings occurring in businesses and schools throughout the country, the Department has been offering active shooter training seminars. The Department has participated in six active shooter trainings, with approximately 180 attendees through the first three quarters of FY 2018.

The Department has organized several “Walk with a Cop” events designed to get seniors and others out walking on City walking paths and other parts of the City with police officers. The Department has also put on several internet safety talks in both the Concord and Merrimack Valley School Districts.

The Department remains committed to participating in these types of initiatives and continuing to foster the relationship between the Department and the community.

3. Maintain a comprehensive, data driven, citywide traffic enforcement plan and integrate new strategies and alternate resources as necessary to make the streets of Concord safer for motorists, pedestrians, and bicyclists.
9-Month Status: During the first three quarters of FY 2018, the Department conducted 8,032 motor vehicle stops which resulted in the issuance of 1,594 citations and 6,943 written warnings. The Department proactively utilized its motorcycle unit during the summer months to help ensure safe operating behaviors by the motoring public through the enforcement of motor vehicle infractions. Additionally, the Department utilized funding provided by the NH Highway Safety Agency to conduct focused patrols on Loudon Road for aggressive driving, downtown for pedestrian and bicycle safety, as well as impaired driving patrols throughout the City. The Department deployed the radar trailer in areas of traffic safety concern throughout the City.

Members of the Department actively participate in the City’s Traffic Operations Committee and work collaboratively with other City Departments to appropriately address traffic safety concerns throughout the City. The Department will continue to pursue grant opportunities available by the NH Highway Safety Agency, as well as other entities to augment the current traffic safety efforts by the Department.

Police

Over the course of the first three quarters of FY 2018, the Department issued 895 citations for hazardous moving violations, as well as 3,792 written warnings for hazardous moving violations. The Department also arrested 89 impaired drivers. During the first three quarters of FY 2018, the Department responded to 1,016 reportable traffic crashes, in which 155 of the crashes resulted in injury to a total of 190 individuals. During this time frame there was one fatal crash, as well as 20 crashes involving a pedestrian and three involving a bicyclist. The Department utilizes city-wide crash data in determining areas of the City to focus attention and address improper driving that may be occurring.

4. Seek to fully staff all authorized sworn positions. Implement strategies to increase police officer recruitment efforts, including the use of social media and other innovative methods of creating interest in the Department for prospective candidates.

9-Month Status: During the first three quarters of FY 2018, the Professional Development Unit has aggressively worked to recruit new employees to the Concord Police Department. The Department has altered the hiring format for police officer applicants so that we always have an open hiring process when there are police officer position vacancies. This has allowed interested candidates to apply anytime and our recruitments are in sync with the NH Police Academy. We have worked with a focus to increase recruitment efforts by attending college fairs, job fairs, and making meaningful connections with department heads from local colleges with the purpose to seek out qualified candidates.

Since the start of FY 2018, the Department has held two complete police officer testing processes for which 236 applications were received and reviewed. We currently have a third recruitment process underway and the written test is scheduled for April 22, 2018. To date, the Department has received 114 applications for this open process. In addition, the Department held a recruitment process for a Police Dispatcher position for which 170 applications were reviewed. This Dispatcher position should be filled in the near future, as several qualified candidates have been identified.

During the same time period, Police Officer staffing has fluctuated, mostly due to unforeseen events (retirements, transfers and a resignation). In keeping with staffing demands, the Department streamlined the various steps in its recruitment process for improved efficiency. More background investigators have been trained to improve the Department's ability to conduct background investigations; additional schedule adjustments have been made to help better facilitate portions of the Department's recruitment process; and the Department also took advantage of several employees who were on temporary alternate duty status and had them work directly with the Professional Development Unit focused on recruitment and hiring.

The Department currently advertises online, utilizing Indeed, Facebook, and several electronic job boards at criminal justice colleges/universities throughout the region. The Department has polled applicants to better understand where advertising efforts are best applied. The Department has revitalized its relationships with local colleges and offered internships to college seniors looking to transition into careers in law enforcement. During the first three quarters of FY 2018, the Department has had four police internships, which resulted in over 480 hours of career exposure to prospective candidates. These new efforts have just started to be realized as a former intern is currently involved in the Department's active recruitment.

During the first three quarters of FY 2018, the Department has hired a total of nine police officers (five of which are to be sworn in during the first week of April 2018). The Department currently has four sworn position vacancies.

Police

5. Continue efforts to identify and implement strategies in dealing with individuals in mental health crisis. Coordinate with Riverbend in order to most effectively utilize their Mobile Crisis Unit and provide appropriate training to Department personnel. Re-assess the Department's Crisis Intervention Team and implement any changes necessary to improve the effectiveness of the team.

9-Month Status: During the first three quarters of FY 2018, the Department has worked very closely with Riverbend and Riverbend's Mobile Crisis Unit. The Department utilizes the Mobile Crisis Unit when it is safe and appropriate to have the Mobile Unit respond to the scene where officers are dealing with a mental health crisis. This allows the patient to be evaluated at the scene and receive the appropriate care or proper referral. Having the patient evaluated at the scene has cut down on extended police involvement and unnecessary transports to Concord Hospital. During this time period, the Department has utilized the Mobile Crisis Unit 104 times. The working relationship with Riverbend has grown strongly this past year. Members of the Department meet with Riverbend and representatives of the Mobile Crisis Unit once a month to discuss the successes and shortcomings of the program and how to improve its effectiveness.

The Department currently has three Crisis Intervention Team members and plans on adding more members to the Unit. The Department is working with Riverbend to schedule training for the Department's Crisis Intervention Team and other officers.

During the first three quarters of FY 2018, the Department has responded to 374 calls for service involving mental health issues.

2018 Accomplishments:

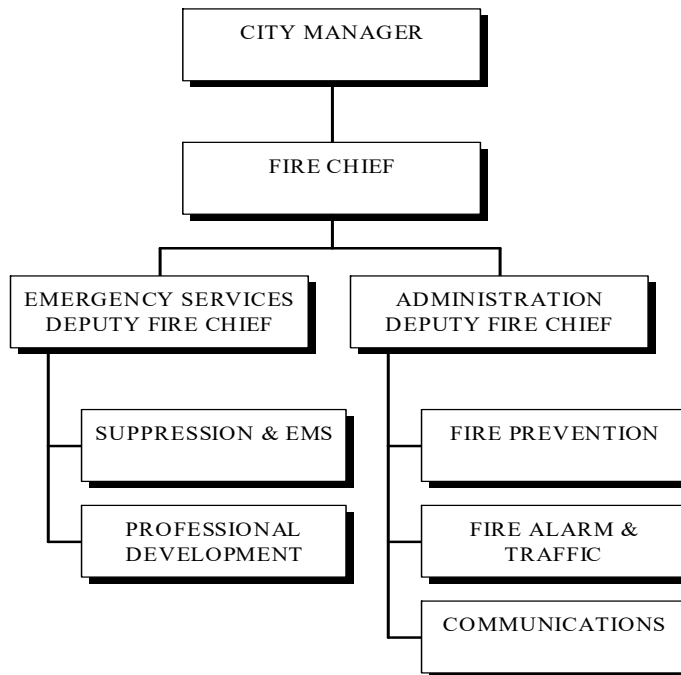
1. The Department was awarded a grant from the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Shield). The award amount from this grant was \$62,551. These funds have been utilized by the Department to cover overtime costs associated with conducting illegal drug investigations in the City and surrounding towns. The Department has been recognized as one of the highest performing Departments in terms of enforcement activity under the Law Enforcement Opioid Abuse Reduction Initiative. The Department is fully committed to allocating the resources necessary in battling the illegal drug issues facing the City and, in addition to seeking out grant funding, will regularly assess personnel assignments and initiatives to most effectively address the problem.
2. The Department was awarded grant funding in the amount of over \$72,000 from the NH Highway Safety Agency for initiatives designed to address roadway safety. These grants provided overtime funding for increased DWI Patrols, Aggressive Driving Patrols, Distracted Driver Patrols, Bicycle and Pedestrian Safety Patrols, Operation Safe Commute Patrols, and Seatbelt Enforcement Patrols. Roadway safety and traffic enforcement remains a priority for the Department and the funding provided by these grants play a critical role in the Department's strategies in keeping the roadways of Concord safe.
3. The Department is nearing completion of updating its radio system and dispatch center to state-of-the-art communications equipment and dispatch consoles. This new system and equipment replaces antiquated equipment which has outlived its normal life expectancy. This project was extensive and involved relocating the dispatch center in order to retain operational capabilities while the project was taking place. The new system will be more robust and have enhanced capabilities in order to provide better radio coverage throughout the City, which will improve officer safety as well as efficiency.
4. The Department has successfully partnered with Riverbend in the implementation of a Mobile Crisis Unit. The Department utilizes the Mobile Crisis Unit when it is safe and appropriate to have Riverbend personnel respond to the scene where officers are dealing with someone in mental health crisis. This allows the patient to be evaluated at the scene and receive the appropriate care or proper referral. Having the patient evaluated at the scene has cut down on extended police involvement and unnecessary transports to the Concord Hospital. Over the course of the past nine months, the Department has utilized the Mobile Crisis Unit 104 times.

Fire

Mission

To protect life, property and the environment in our community through an all-hazards approach to fire protection, emergency medical services, community risk reduction and education.

Fire Department Organizational Chart



Core Responsibilities

1. Protect the City from fires and other situations posing a threat to life, property, or the environment, through preparation and planning, prevention and community safety education, emergency response, and recovery support.
2. Provide emergency medical services care and transportation at the basic and advanced life support level.
3. Maintain the City's fire alarm and traffic infrastructure.

Fire

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Misc Permits	\$50,883	\$57,478	\$50,000	\$50,000	\$55,000
POA Inspection Fees	\$18,810	\$19,910	\$18,810	\$18,810	\$19,665
School Inspection Fees	\$2,862	\$3,498	\$3,630	\$3,520	\$3,795
US Dep of Homeland Security/FEMA	\$0	\$19,057	\$0	\$107,335	\$0
Fire Service Aid	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Multiple Local Governments	\$498,496	\$528,422	\$500,000	\$539,560	\$550,000
Alarm Panel Plug In/Out	\$5,673	\$4,941	\$5,490	\$5,490	\$5,850
Master Alarm Box Connection	\$199,442	\$202,560	\$202,017	\$202,084	\$211,480
Advanced Life Support Intercept	\$4,392	\$1,098	\$1,647	\$1,647	\$1,647
Ambulance Service Charge	\$1,812,724	\$1,802,343	\$1,600,000	\$1,750,000	\$1,750,000
Application Fee	\$20,862	\$20,984	\$21,450	\$22,543	\$22,360
Reports, Prints and Copies	\$1,293	\$1,657	\$1,500	\$1,500	\$1,200
Special Fire Duty Services	\$23,619	\$16,302	\$20,200	\$18,000	\$19,500
Land Lease or Rental	\$25,589	\$26,357	\$27,000	\$27,000	\$27,960
False Alarm Penalties	\$15,733	\$4,516	\$8,000	\$6,000	\$8,000
Miscellaneous	\$13,868	\$29,122	\$12,000	\$12,400	\$12,000
Total Revenue	\$2,819,245	\$2,863,243	\$2,596,744	\$2,890,889	\$2,813,457
Expense					
Compensation	\$7,425,781	\$7,801,761	\$7,895,722	\$7,800,770	\$8,003,013
Fringe Benefits	\$4,821,441	\$4,894,056	\$5,275,793	\$5,117,896	\$5,377,866
Outside Services	\$270,287	\$271,486	\$292,050	\$307,283	\$310,925
Supplies	\$258,539	\$280,383	\$286,603	\$287,253	\$284,905
Utilities	\$158,968	\$148,872	\$155,170	\$145,920	\$153,670
Insurance	\$80,530	\$80,448	\$79,150	\$79,150	\$77,020
Capital Outlay	\$7,808	\$9,500	\$9,500	\$9,500	\$7,500
Total Expense	\$13,023,355	\$13,486,507	\$13,993,988	\$13,747,772	\$14,214,899

Fire

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Number of Emergency Responses	8,109	8,257	8,400	8,600
2. Number of Patients Transported	4,457	4,551	4,700	4,900
3. Percent of Emergency Phone Calls Answered <16 sec	99.47%	99.26%	99.36%	99.30%
4. Percent of Emergency Response Times <5 min	60.39%	59.43%	60.00%	60.00%
5. Number of Inspections Completed	923	1,048	1,050	1,050
6. Number of Public Education Hours Delivered	58	82	80	80
7. Average Training Hours per Firefighter	102	87	100	100

2019 Goals

1. Working with the Continuum of Care, develop and implement a program for EMS providers to provide information on treatment resources to patients experiencing a substance abuse emergency.
2. Develop a succession plan for key positions in staff bureaus to assure continuity in the provision of specialized services.
3. Upgrade the equipment in the Emergency Operations Center using grant funding from the NH Division of Homeland Security and Emergency Management.
4. Deliver a comprehensive occupational cancer prevention program to Department members, which includes education and policy guidance.
5. Redesign the City's fire alarm system to provide better service to customers through state of the art equipment.

2018 Goals Status

1. Revise the Department's emergency medical services quality assurance process.
9-Month Status: This goal is complete. A new Continuous Quality Improvement Committee was chartered, consisting of the Department's Medical Director, EMS Captain, and several frontline providers. The committee has met several times and is conducting focused reviews of different components of the EMS delivery system. This will be an ongoing committee that will meet to address new needs and to continue to monitor service quality.
2. Develop and test a plan for sheltering residents in the event of a major disaster.
9-Month Status: This goal is complete. The City entered into a mutual aid agreement with the Capital Area Public Health Network for regional planning for sheltering, and participated in the development of a regional plan, which will be complete in June. Two Department staff members participated in an exercise on March 30, 2018, to review the plan and test its components. Future work includes identifying City sites for sheltering and training City staff and residents in shelter operations.
3. Implement a Lead Paramedic position to provide orientation and mentoring to new paramedics, as well as quality assurance and facilitating daily operations (supplies and equipment issues).
9-Month Status: This goal will not be complete. After discussions between Fire Administration and the Professional Firefighters of Concord, it was agreed that the need for supervision of EMS activities would be better served by finding an alternate means of EMS supervision.
4. Develop a plan for the relocation of the Training Facility from its current site on Loudon Road to a more suitable location in the area of the Concord Airport.
9-Month Status: The Department continues to work with the Engineering Services Division and General Services Department on a plan for the development of a training site on City property on Old Turnpike Road.
5. Conduct an emergency operations center exercise for City and Fire Department staff.
9-Month Status: This goal will be completed in June 2018.

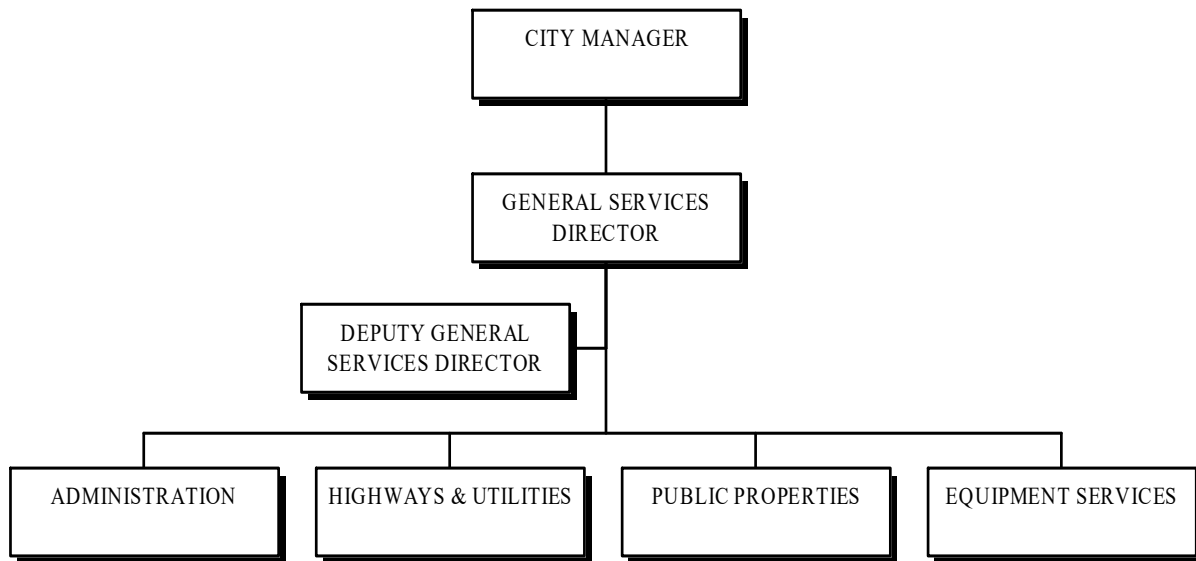
General Services

Mission

To enhance the community's quality of life by providing maintenance and operation of the City's infrastructure.

General Services Department

Organizational Chart



Core Responsibilities

The General Services Department consists of six divisions. The Water and Sewer Divisions are reported in their respective Funds. The other four divisions are responsible for the following:

1. Administration: Responsible for oversight of the department as a whole, while performing financial, utility billing and metering, clerical, communication, solid waste and recycling tasks.
2. Highways and Utilities: Responsibilities vary upon the season, and include snow removal, fall leaf collection, pothole repairs, paving, sewer maintenance, hydrant flushing, tree planting, storm debris removal, water service maintenance, water main repairs, and sign maintenance.
3. Public Properties: Responsible for maintaining public properties and managing the Everett Arena.
4. Equipment Services: Responsible for repairing, servicing, and maintaining City-owned vehicles and maintaining the automated fuel system.

General Services

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Salt Sales	\$12,514	\$29,044	\$30,000	\$30,000	\$30,000
Street Tree Sales	\$2,840	\$4,450	\$9,000	\$6,000	\$9,000
Inventory Mark-up	\$15,264	\$15,177	\$15,400	\$15,400	\$16,200
Professional Service Mark-up	\$385	\$0	\$0	\$0	\$0
Miscellaneous Services	\$25	\$0	\$0	\$0	\$0
Building Lease or Rental	\$61,500	\$63,400	\$65,300	\$65,300	\$65,300
Miscellaneous	\$6,921	\$13,621	\$3,000	\$35,790	\$3,000
Transfer in-Engineering Inspections	\$2,444	\$559	\$500	\$1,900	\$1,900
Transfer In-Parking Fund	\$9,480	\$9,480	\$9,480	\$9,480	\$8,460
Transfer In-Parking Fund Snow Reim	\$58,200	\$58,200	\$58,200	\$58,200	\$0
Transfer In-Airport Fund	\$35,050	\$35,050	\$37,381	\$37,381	\$38,544
Transfer In-NEOCTIF	\$104,005	\$109,205	\$114,700	\$114,700	\$120,435
Transfer In-Sears Block TIF	\$0	\$26,000	\$36,490	\$36,490	\$37,585
Transfer In-Penacook TIF	\$5,250	\$5,250	\$5,513	\$5,513	\$5,790
Transfer In-Golf Fund	\$0	\$0	\$300	\$300	\$300
Transfer In-Arena Fund	\$16,260	\$16,260	\$19,253	\$19,253	\$19,136
Transfer In-Solid Waste Fund	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Transfer In-Water Fund	\$168,336	\$166,488	\$216,057	\$216,060	\$218,925
Transfer In-Wastewater Fund	\$212,674	\$206,575	\$270,563	\$270,563	\$285,209
Total Revenue	\$714,748	\$762,358	\$894,737	\$925,930	\$863,384
Expense					
Compensation	\$3,288,116	\$3,718,903	\$3,700,593	\$3,604,870	\$3,890,559
Fringe Benefits	\$1,699,385	\$1,758,935	\$1,870,530	\$1,775,895	\$1,977,281
Outside Services	\$410,966	\$476,644	\$562,771	\$579,147	\$563,241
Supplies	\$1,380,086	\$1,525,628	\$1,471,109	\$1,565,374	\$1,538,852
Insurance	\$191,620	\$183,461	\$180,520	\$180,520	\$172,620
Capital Outlay	\$9,810	\$12,999	\$30,000	\$25,270	\$10,000
Transfer Out	\$990,130	\$990,130	\$1,053,684	\$1,053,684	\$1,013,313
Utilities	\$393,855	\$448,164	\$348,579	\$318,670	\$336,065
Total Expense	\$8,363,968	\$9,114,863	\$9,217,786	\$9,103,430	\$9,501,931

General Services

Supplemental Budget Information

Downtown Services	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Expense					
Compensation	\$66,000	\$121,631	\$146,623	\$133,920	\$190,053
Fringe Benefits	\$30,643	\$44,666	\$51,289	\$50,024	\$66,028
Outside Services	\$1,206	\$1,295	\$12,566	\$11,095	\$11,240
Supplies	\$25,985	\$24,745	\$31,296	\$31,610	\$31,890
Total Expense	\$123,834	\$192,337	\$241,774	\$226,649	\$299,211

Snow and Ice Control	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Salt Sales	\$12,514	\$29,044	\$30,000	\$30,000	\$30,000
Transfer In-Parking Fund	\$58,200	\$58,200	\$58,200	\$58,200	\$0
Total Revenue	\$70,714	\$87,244	\$88,200	\$88,200	\$30,000
Expense					
Compensation	\$340,296	\$578,045	\$591,474	\$562,130	\$604,113
Fringe Benefits	\$163,595	\$201,097	\$211,401	\$198,923	\$207,193
Outside Services	\$15,414	\$83,245	\$74,690	\$74,744	\$74,760
Supplies	\$518,273	\$607,952	\$560,008	\$560,008	\$574,087
Total Expense	\$1,037,578	\$1,470,339	\$1,437,573	\$1,395,805	\$1,460,153

As of April 2, 2018, there have been 27 treatable snow and ice events and all have had associated overtime costs. Of the 27 events, 10 occurred on weekends or holidays; therefore, the majority of the events had crews working on straight time, allowing less work on overtime. Total snow to date is 87". An average year of snowfall is 67". Ten of the 27 events involved freezing rain or sleet, causing a higher use of chemicals. The Department budgets for seven snow removals in an average year and, to date, has done seven snow removals from the downtown metered area.

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Number of GSD Subscribers to the Notify Me / News Flash modules of the City Website	2,571	3,869	5,025	6,100
2. Number of Press Releases Submitted to the Media	182	214	190	200
3. Miles of Streets Resurfaced	11	12	9.7	4.6
4. Percentage of Citizen Request Tracker Items Closed	99%	99%	99%	99%
5. Number of Employee Certifications/Re-certifications	113	106	128	125

General Services

2019 Goals

1. Increase community engagement through regular use of social media pages.
2. Improve public relations and customer service through frequent website updates (including use of News Flash modules), press releases, newsletters, and other forms of news outlets.
3. Complete the approved road paving Capital Improvement Project.
4. Enhance core services through managing work requests received via the online Citizen Request Tracker.
5. Improve employees' technical proficiencies through targeted training and continued education to sustain professional certifications.

2018 Goals Status

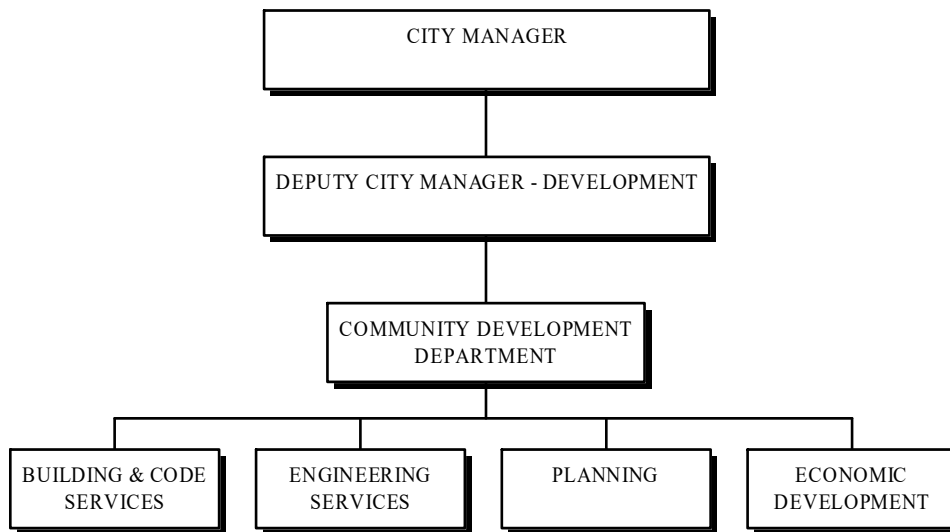
1. Increase community engagement through regular use of social media pages.
9-Month Status: General Services continues to regularly use Facebook, Twitter, Google+, and YouTube to promote services and engage the public with information about projects, events, programs, job openings, and employee spotlights to grow personal connections and build our efforts to "humanize" public works services. A new YouTube video, "How to Find Water Leaks at Home" was created and published in coordination with the Department's promotion of EPA WaterSense's "Fix a Leak Week" to educate the public about water conservation. Facebook advertising is still being utilized to optimize outreach for important information, including job postings and winter parking bans. Social media remains to be an excellent tool to communicate with the community.
2. Improve public relations and customer service through frequent website updates (including use of News Flash modules), press releases, newsletters, and other forms of news outlets.
9-Month Status: Public outreach is still a heavy focus in the department. Various multi-media platforms are used to communicate with the public. The City's website is updated frequently to include new and seasonal information, and the website's News Flash module is utilized to notify subscribers of important information, such as road closures, programs, and events. Press releases, water bill stuffers (or bill text), and newsletters are common outlets used to promote information. Communications and public engagement have increased significantly this quarter with the numerous parking ban alerts, "Fix a Leak Week" campaign, and two new YouTube videos, "We Love Working at Concord General Services" (in part of a recruitment initiative) and "How to Find Water Leaks at Home." The third quarter featured the Department on WMUR's Chronicle, as well as in *Treatment Plant Operator Magazine*, the American Public Works Association's *Reporter* magazine, and on 107.7 WTPL radio for a quick "Fix a Leak Week" segment.
3. Complete the approved road paving Capital Improvement Project.
9-Month Status: Bids opened on February 9, 2018 and GMI Asphalt LLC was the low bid. Staff reviewed the bids and awarded the paving contract to GMI. Depending on weather, work is tentatively scheduled to begin the first week of April, with an estimated completion date of November 10, 2018. At the March 12, 2018 City Council Meeting, the Council approved spending \$1.6 million in funds received from the Liberty Utilities excavation permit lawsuit and SB 38 funding bill in the summer of 2018. This funding will allow the Department to increase the number of miles of paving from 4.7 to 9.7 miles during the 2018 construction season.
4. Enhance core services through managing work requests received via the Citizen Request Tracker (CRT).
9-Month Status: The CRT system has become the method of choice for the Department to quickly and efficiently communicate work orders to crews. The Department has set up a distribution list for each category of request within the CRT module, which allows the information to get to the appropriate employees immediately.
5. Improve employees' technical proficiencies through targeted training and continued education to sustain professional certifications.
9-Month Status: General Services' staff has participated in numerous training and continuing education opportunities. Staff has attended more than 96 diverse training classes given by water, wastewater, solid waste, facilities, and road construction professionals through the third quarter.

Community Development

Mission

To enhance the quality of life and economic vitality of the City.

Community Development Department Organizational Chart



Core Responsibilities

1. Administration: Coordinates the multiple divisions to ensure quality customer service is rendered and City Council priorities are met. Liaison to the Economic Development Advisory Council and business community in general. Manages key development projects. Oversees the Concord Municipal Airport.
2. Building & Code Services: Seeks project compliance with pertinent codes and regulations. Inspects applicable businesses to ensure safe and sanitary conditions for the general public. Administers and enforces the zoning code. Liaison to the Zoning Board of Adjustment.
3. Engineering Services: Designs and manages roadway, water distribution, sewer, and storm water infrastructure improvements. Manages dam, bridge network, and airport improvement projects. Provides review and oversight of private development projects. Liaison to the Transportation Policy Advisory Committee.
4. Planning: Reviews and coordinates development applications for the Planning Board. Manages community planning projects. Liaison to the Conservation and Heritage Commissions and the Recreation Policy Advisory Committee.
5. Economic Development: Leads and coordinates the City's business retention and recruitment efforts. Oversees/ implements efforts to strategically plan for economic development. Works to implement and maintain a marketing/branding message for the City.

Community Development

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Building Permits	\$612,218	\$488,306	\$730,000	\$814,000	\$645,000
Electrical Permits	\$95,856	\$67,120	\$95,000	\$60,000	\$65,000
Mechanical Permits	\$122,831	\$163,252	\$120,000	\$120,000	\$90,000
Plumbing Permits	\$64,963	\$39,523	\$50,000	\$40,000	\$45,000
Sign Permits	\$17,931	\$14,166	\$14,000	\$13,000	\$14,000
Fire Protect Permits	\$2,370	\$2,580	\$2,000	\$1,600	\$2,500
Street Excavation Fees	\$0	\$852,592	\$120,000	\$350,000	\$130,000
Engineering Licenses	\$5,160	\$5,520	\$4,320	\$4,785	\$4,800
Engineering Pole Lic. Recording Fees	\$100	\$110	\$50	\$200	\$50
Food Service Licenses	\$92,537	\$90,532	\$95,000	\$95,000	\$95,000
Amusement Center Licenses	\$570	\$330	\$600	\$0	\$0
Rooming House Licenses	\$4,324	\$4,262	\$4,350	\$4,350	\$4,350
Yard Sales Permits	\$1,135	\$925	\$1,200	\$1,000	\$1,000
Taxi Cab Licenses	\$3,850	\$3,200	\$3,200	\$3,200	\$3,200
Peddler Licenses	\$12,640	\$9,557	\$10,000	\$9,500	\$9,500
Amusement Device Licenses	\$6,640	\$5,200	\$6,800	\$1,120	\$0
Billiard and Bowling Licenses	\$312	\$0	\$312	\$0	\$0
Entertainment Licenses	\$10,772	\$9,303	\$7,000	\$8,000	\$8,000
Convalescent Home Licenses	\$1,361	\$1,387	\$1,400	\$0	\$0
Recycling Center Licenses	\$1,578	\$1,052	\$1,600	\$1,600	\$1,600
Solicitation Licenses	\$1,182	\$1,305	\$1,200	\$1,300	\$1,400
Taxi Drivers Licenses	\$6,525	\$4,685	\$4,000	\$2,750	\$2,750
Misc Licenses & Permits	\$1,574	\$2,328	\$1,300	\$1,000	\$1,000
Pawnbroker/Secondhand Dealer Lic.	\$1,750	\$1,125	\$1,500	\$1,500	\$1,500
Timber Sales	\$27,410	\$23,835	\$30,000	\$20,000	\$10,000
Application for Appeal	\$21,498	\$16,557	\$19,000	\$19,000	\$19,000
Review Fee-Site Plans	\$39,664	\$38,474	\$35,000	\$60,000	\$40,000
Review Fee-Subdivision	\$9,100	\$8,090	\$9,000	\$9,000	\$9,000
Reports, Prints and Copies	\$1,945	\$2,082	\$1,850	\$1,950	\$1,750
Miscellaneous Services	\$26,654	\$2,743	\$25,360	\$25,360	\$25,000
Facility Lease or Rental	\$0	\$0	\$0	\$0	\$2,650
Donations	\$0	\$0	\$2,500	\$2,500	\$0
Miscellaneous	\$2,805	\$31,100	\$8,520	\$13,260	\$8,520
Transfer In-Impact Fee Fund	\$20,000	\$15,000	\$7,500	\$7,500	\$0
Transfer In-Water Fund	\$173,910	\$154,830	\$134,000	\$134,000	\$134,000
Transfer In-Wastewater Fund	\$132,350	\$140,860	\$161,370	\$161,370	\$161,370
Transfer In-Trust/Forest	\$1,067	\$40,453	\$20,000	\$30,000	\$40,458
Total Revenue	\$1,524,580	\$2,242,383	\$1,728,932	\$2,017,845	\$1,577,398

Community Development

	2016	2017	2018	2018	2019
	Actual	Actual	Budgeted	Estimated	Budget
Expense					
Compensation	\$1,915,046	\$1,916,065	\$2,056,935	\$2,106,020	\$2,187,064
Fringe Benefits	\$798,428	\$790,201	\$885,033	\$859,779	\$979,510
Outside Services	\$142,542	\$204,789	\$243,166	\$228,560	\$227,772
Supplies	\$30,125	\$32,269	\$36,615	\$37,825	\$40,792
Insurance	\$16,740	\$17,870	\$17,820	\$17,820	\$16,850
Transfer Out	\$0	\$0	\$10,000	\$0	\$0
Total Expense	\$2,902,880	\$2,961,194	\$3,249,569	\$3,250,004	\$3,451,988

	2016	2017	2018	2019
<u>Service Indicators</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Development and Design Review Applications	51	52	54	50
2. Total Building and Zoning Permits Issued	2,222	2,192	2,100	2,200
3. Capital Projects Designed/Managed by Engineering	24	29	28	27
4. Acres of Protected Open Space	6,639	6,765	6,804	7,129
5. Acres of Harvested Forest Land	52	22	105	20
6. Economic Development Director business visits completed	0	35	100	125

2019 Goals

1. Continue proactive business outreach campaign with City Administration to retain and attract new business investment. This will include a business marketing mission to Quebec, Canada. The Economic Development Director will also work with New Hampshire partners to focus on talent retention and attraction campaigns.
2. Bring closure to the Horseshoe Pond Watershed Study and focus attention on designing and implementing phased solutions. Address the storm water management issues that directly impact the Kimball Jenkins Estate in Phase 1.
3. Conduct a rate structure analysis to assess the benefits of creating a storm water enterprise fund.
4. Manage the final design and replacement of the Hooksett Road, North Pembroke Road, and Birchdale Road bridges with NHDOT Bridge Aid funding, and conduct a condition assessment of the dams and remaining bridges for capital planning.
5. Continue to prepare amendments to the City's zoning ordinance and land use regulations in support of the form based code update and State regulatory changes. Assist the form based code consultants with public meetings, review of documents, and coordinating public outreach.
6. Implement a street tree planting program.
7. Pending Council approval, implement a re-organization plan for Building & Code Services Division to more effectively utilize staff resources and provide enhanced customer service.

Community Development

2018 Goals Status

1. Complete priority infrastructure projects including, but not limited to, the Water Main Replacement Project on Warren and North Fruit Street.
9-Month Status: The Warren/North Fruit Street Water Main Replacement Project is underway and will be complete in June 2018. The Sewalls Falls Bridge and Exit 16 Roundabout Projects reached final completion in 2017. The Horseshoe Pond Watershed Study will be shifting focus towards alternative solutions due to difficulty with gaining support of stakeholders. The Main Street Complete Streets Project met final completion, and a program will be implemented in spring 2018 to resolve the issues with the brick paver crosswalks. Phase 1 of the Merrimack Valley Greenway Trail Project in Terrill Park will go out to bid in spring 2018, and construction is expected to begin this summer. The Portsmouth Street Culvert Replacement is expected to start construction in July 2018.
2. Work with City Administration and the Economic Development Director to implement a new economic development program and marketing/branding initiatives.
9-Month Status: A new brand image for Concord Economic Development and marketing tools (website, brochure, PowerPoint presentation) were launched in March 2018. A three-year Economic Development Plan will be launched in April 2018.
3. Prepare amendments to the zoning ordinance and the City's land use regulations, as deemed necessary, to streamline and improve development and redevelopment potential and processes. Pursue form based code changes as budget allows.
9-Month Status: A Zoning Map change was approved to allow a downtown residential development. Several other proposed changes are being evaluated to allow future development. Proposed ordinance amendments are in the process of being drafted or approved by Council pertaining to agritourism and signs. Consultants have been hired and have begun an overall update to the Zoning Ordinance, focusing on transitioning to a form based code, including conducting an initial outreach and holding an introductory workshop. Ordinance amendments and form based code goals are ongoing.
4. Streamline Code permitting process based on recommendations from Ad-hoc Events Committee.
9-Month Status: Council approved changes which included the elimination of licensing of various business categories. Permitting responsibilities for Eagle and Bicentennial Squares shifted to the Building & Code Services Division to avoid redundancies with Parks and Recreation.

Leisure Services

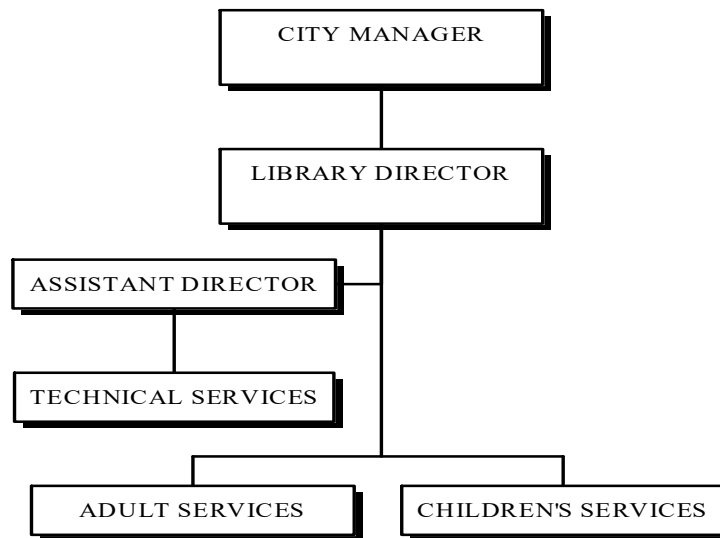
	2016	2017	2018	2018	2019
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Library	\$236,279	\$233,053	\$233,300	\$233,500	\$234,940
Parks & Recreation	\$728,616	\$700,272	\$700,985	\$695,250	\$1,237,194
Total Revenue	\$964,895	\$933,325	\$934,285	\$928,750	\$1,472,134
Expense					
Library	\$1,632,555	\$1,663,415	\$1,747,664	\$1,746,654	\$1,846,635
Parks & Recreation	\$2,604,504	\$2,733,375	\$2,850,954	\$2,878,218	\$3,222,010
Total Expense	\$4,237,059	\$4,396,790	\$4,598,618	\$4,624,872	\$5,068,645

Library

Mission

To connect individuals with resources in order to enhance lives and build community.

Concord Public Library Organizational Chart



Core Responsibilities

1. The Technical Services Division is responsible for all acquisitions, cataloging and bibliographic control of library collections; Integrated Library Systems (ILS) and online management; processing and repairing of materials; and obtaining interlibrary loan materials for patrons. The Assistant Director helps to manage the day to day operations of the Library and serves as the Interim Director when needed.
2. The Adult Services Division is responsible for all aspects of public service to adult and teen patrons including circulation, reference, technical troubleshooting for the public, readers' advisory, outreach, marketing and programming.
3. The Children's Services Division is responsible for selecting all materials for the children's collection, and planning, promoting and providing all children's programming

Library

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Non-Resident Library Fees	\$6,125	\$6,550	\$7,000	\$7,200	\$7,400
Fines For Overdue Books	\$35,511	\$31,593	\$32,000	\$32,000	\$33,000
Miscellaneous	\$8,343	\$8,610	\$8,000	\$8,000	\$8,240
Transfer In-Trust/Library	\$186,300	\$186,300	\$186,300	\$186,300	\$186,300
Total Revenue	\$236,279	\$233,053	\$233,300	\$233,500	\$234,940
Expense					
Compensation	\$910,502	\$941,930	\$1,003,957	\$991,460	\$1,079,163
Fringe Benefits	\$347,562	\$329,395	\$361,337	\$387,761	\$412,994
Outside Services	\$63,710	\$59,383	\$64,526	\$63,356	\$56,769
Supplies	\$204,815	\$222,636	\$236,608	\$233,287	\$225,832
Utilities	\$87,826	\$90,544	\$61,436	\$50,990	\$53,727
Insurance	\$18,140	\$19,528	\$19,800	\$19,800	\$18,150
Total Expense	\$1,632,555	\$1,663,415	\$1,747,664	\$1,746,654	\$1,846,635

<u>Service Indicators</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Estimated</u>	2019 <u>Projected</u>
1. Audio & eBook Downloads	25,761	26,993	28,000	29,000
2. Other Items Borrowed	289,462	269,343	272,000	280,000
3. Online Services – Catalog Searches	455,400	648,377	710,000	800,000
4. Online Services – Database Searches	611,636	653,871	350,000	400,000
5. Total Programs, Classes & Events	311	311	300	400
6. Attendance of Programs/Classes & Events	6,728	6,109	6,500	8,500
7. Research Assistance	91,026	70,356	68,000	75,000
8. Volunteer Hours	2,964	1,864	1,800	2,000
9. Interlibrary Loans - Lent	2,781	2,783	2,702	3,000
10. Interlibrary Loans – Borrowed	3,246	3,131	2,086	3,000
11. PC/Internet Use Hours	24,663	21,634	28,000	28,000
12. Chromebook Checkouts (started in FY2016)	4,673	4,594	4,400	5,000

2019 Goals

1. Determine the next phase for the Penacook Branch Library, and how to embark on a successful transition.
2. Establish a core programming schedule at the new multi-generational citywide community center that fits the Heights community's needs and interests.
3. Launch an online museum pass reservation system with several new museum passes, and achieve a 10% increase in museum pass borrowing.
4. Reorganize the children's collection by moving away from the Dewey Decimal System to make it easier to find materials and be more user friendly.
5. Reorganize the adult nonfiction section to make it easier to find materials. Evaluate the adult DVD/audio section for the same purpose.
6. Promote the new teen space that has recently been recreated by launching a new once/month teen program.
7. Create and implement a 5 year Strategic Plan for the Concord Public Library.

Library

2018 Goals Status

1. Evaluate and implement “Welcome to the Library” marketing to new residents of Concord.
9-Month Status: Staff is implementing in person “Welcome to the Library” materials for new Library cardholders, but has decided not to mail similar materials to new residents in Concord due to costs and privacy logistics.
2. Provide more Science Technology Engineering Arts & Mathematics (STEAM) materials for patrons to utilize and design and offer regular STEAM programming.
9-Month Status: The Library now offers a once per month STEAM program that caps attendance between 50-100 patrons, depending on its supply of each respective month’s materials as a take home lesson. Each month’s STEAM lesson instructions are posted on the Children’s page of the Library website.
3. Transition from 3D printer creation for patrons, to educating children how to create their own customized designs.
9-Month Status: Library staff is still receiving frequent requests to create 3D items for patrons. However, due to the frequent mechanical fixes that the 3D printer requires, staff has not been able to transition to the next phase of customization for patrons. We are evaluating the purchase of a different model of printer in the future.
4. Market and attract new patrons to the library’s branch in the new community center.
9-Month Status: Staff has just begun the process of promoting the Heights Branch Library that will be part of the new multi-generational citywide community center. As opening day approaches, Library staff will send out promotional materials to all local media and will advertise through our own social media platforms.
5. Adapt resources in the new Concord Heights Branch to fit interests of the Heights community.
9-Month Status: Library staff is starting to plan what programs/tutorials will be offered when the Heights Branch opens, from story times to database training on *Transparent Language*.
6. Develop more community partnerships to enhance and promote our services (i.e. collaborate with local historical society to co-sponsor additional Humanities to Go events, staff become liaisons to important local organizations, etc.).
9-Month Status: Library staff does a monthly show on Concord TV, called “Community Conversation”, and has developed a closer relationship with InTown Concord, Concord High School, and the Concord Historical Society. The Library conducted a *How-to Festival* that involved forging dozens of new community partnerships; participated in Arbor Day programs with Concord General Services and City Planning; and has also taken over management of the Concord Reads program from the Library Foundation, which has meant partnering with businesses and organizations across Concord.
7. Transition to the new Integrated Library System (ILS) with minimal to no patron interruption in service.
9-Month Status: On February 22, 2018, the Library launched its new ILS System. Adjustments were made to the software and data during the first couple of weeks to minimize service interruptions. The system is now customized and staff has begun utilizing its modern and efficient features. A more robust self-check system to replace two outdated units will be completed later this spring.
8. Educate the public on how to navigate the new ILS.
9-Month Status: Library staff has begun one-on-one tutorials for the public to help them navigate the new ILS system. Social media has also been used to highlight and discuss new features.

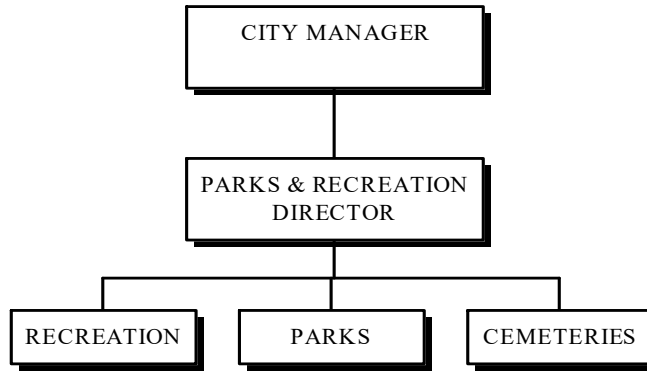
Parks and Recreation

Mission

Concord Parks and Recreation is committed to engaging our community with safe, fun, inclusive opportunities to enhance health and wellness by providing programming, parks and recreation facilities.

Parks and Recreation Department

Organizational Chart



Core Responsibilities

1. Provide quality recreational opportunities in Concord.
2. Manage the scheduling of City parks, the City Auditorium, community pools and community centers.
3. Create seasonal brochures and marketing materials, and manage the Department's web site and social media sites.
4. Handle marketing and registration for the Department's programs, sports leagues, camps and events.
5. Manage and maintain the Multi-generational Citywide Community Center.
6. Maintain all neighborhood parks and cemeteries.
7. Manage and maintain the Beaver Meadow Golf Course.*
8. Oversee the fiscal operations of the Department.

* Temporarily assigned to Finance during the new Community Center project, the City Manager will review status as the fiscal year progresses.

Parks and Recreation

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Recreation Player Fee-Parks	\$5,797	\$3,982	\$6,000	\$3,400	\$4,300
Interment	\$83,997	\$78,051	\$84,435	\$80,000	\$80,100
Cemetery Maintenance	\$2,405	\$1,166	\$2,000	\$2,000	\$2,000
Overtime & Supply Charges	\$8,484	\$7,824	\$8,200	\$10,320	\$10,500
Miscellaneous Services	\$172,042	\$169,764	\$159,950	\$159,010	\$251,060
Camps	\$112,261	\$89,438	\$110,970	\$110,000	\$104,500
Aquatics Program	\$22,489	\$44,312	\$30,150	\$32,890	\$31,000
Lighting Charge	\$5,795	\$2,785	\$4,000	\$4,500	\$4,400
Building Lease or Rental	\$107,821	\$98,741	\$90,600	\$78,830	\$138,920
Facility Lease or Rental	\$34,379	\$31,187	\$33,360	\$34,400	\$30,614
Court Ordered Payments-Cemeteries	\$106	\$102	\$0	\$30	\$0
Court Ordered Pymnts-Parks & Rec	\$0	\$59	\$0	\$30	\$0
Donations	\$0	\$5,000	\$0	\$0	\$0
Music Program Donations	\$971	\$219	\$1,000	\$1,120	\$1,200
Contribution-Purchase of Lots	\$25,836	\$15,348	\$20,820	\$20,820	\$23,100
Contribution-Purchase of Niches	\$0	\$1,460	\$2,000	\$5,400	\$2,000
Concession Income	\$4,119	\$2,349	\$4,000	\$3,500	\$3,500
Miscellaneous	\$38	\$5,330	\$0	\$0	\$0
Advertising Revenue	\$5,500	\$0	\$5,500	\$11,000	\$5,500
Transfer In-Trust/Capital Reserve	\$20,000	\$0	\$0	\$0	\$400,000
Transfer In-Trust/Concord Calvary	\$15,000	\$15,000	\$13,000	\$13,000	\$14,500
Transfer In-Trust/Flowers	\$8,000	\$6,000	\$5,500	\$5,500	\$6,500
Transfer In-Trust/General Care	\$92,158	\$122,155	\$118,000	\$118,000	\$122,000
Transfer In-Trust/Shrubs	\$1,419	\$0	\$1,500	\$1,500	\$1,500
Total Revenue	\$728,616	\$700,272	\$700,985	\$695,250	\$1,237,194
Expense					
Compensation	\$1,427,274	\$1,557,371	\$1,640,925	\$1,672,420	\$1,840,776
Fringe Benefits	\$666,089	\$644,116	\$688,691	\$690,944	\$773,018
Outside Services	\$245,110	\$228,452	\$231,084	\$222,430	\$258,038
Supplies	\$187,908	\$198,913	\$188,768	\$190,910	\$222,014
Utilities	\$64,624	\$59,582	\$41,356	\$40,954	\$100,100
Insurance	\$12,920	\$17,279	\$17,630	\$17,630	\$16,664
Capital Outlay	\$579	\$27,662	\$42,500	\$42,930	\$11,400
Total Expense	\$2,604,504	\$2,733,375	\$2,850,954	\$2,878,218	\$3,222,010

Parks and Recreation

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Number of Pool Users	20,400	20,599	21,000	21,500
2. Number of Program Registrations	4,400	4,430	4,600	5,000
3. Number of Facility Reservations	4,000	3,890	4,000	4,250
4. Number of Burials per Year	202	198	195	195
5. Social Media Likes (Facebook)	2,500	2,700	3,368	4,100

2019 Goals

1. Successfully manage and operate the new multi-generational citywide community center.
2. Manage capital infrastructure projects, as approved by City Council in the FY 2019 budget.
3. Work with community partners to increase the number of community-wide special events hosted in parks and recreation facilities.
4. Work with the City's new Public Information Officer to highlight the Department's role in the quality of life our residents enjoy.

2018 Goals Status

1. Manage the successful planning, opening and operation of the new community center on the Heights.
9-Month Status: The new citywide community center is on budget and on time to open in June 2018. Department staff continues to be very active in the weekly project team meetings with the contractor and other City departments as needed (IT, Fire etc.). The new community center will offer four program rooms, a library, a senior lounge, Parks and Recreation offices, performance space with a small stage, two exercise rooms, a teaching/prep kitchen, locker rooms, a multi-purpose high school sized gymnasium, and outdoor event space. A 32-page brochure has been created to advertise all the new adult programs that will be offered at the center. This brochure will be available online and will be inserted into the Department's regular Summer/Fall Brochure, which is available annually in early May. Staff has coordinated over 40 new programs to be housed in the new center. Hiring of new staff for the operation is underway, and all new staff will be hired and trained by the end of May. Department staff has worked with the Concord Monitor, Concord Insider and local radio stations to prepare for a marketing blitz, which will begin three to four weeks before opening of the center and will continue throughout the summer.
2. Manage capital infrastructure projects, as approved by City Council in the FY 2018 budget.
9-Month Status: The Department coordinated several capital improvement projects, including updating of the basketball and tennis courts at Keach Park, as well as lining an existing tennis court at Keach Park for two Pickleball courts; renovating five tennis courts at Memorial Field; redeveloping the area of Rollins Park that was affected by red pine scale; and completing the final design of Terrill Park, including required local and state permitting. All of these projects will be completed by the end of FY 2018. The Department also created an RFP for the final design and pricing of a new multipurpose recreation building at White Park (former Skate House). Milestone Construction was selected for the project and will work with the H.L. Turner Group to provide a not to exceed cost for the project.
3. Enhance recreation programs based on residents' interests and requests.
9-Month Status: The Department has experienced an increase in the number of children participating in its sports programs, especially in the younger age groups. For the second year, the Department partnered with the Concord High School Boys and Girls Varsity Basketball coaches and their players to coach a Saturday morning winter basketball program for ages 4 and 5 and grades 1 and 2. This program was extremely well received by everyone involved.

Parks and Recreation

The Department has also worked with many of the sports leagues to review current use and, whenever possible, to increase the use of our athletic fields. As an example, last year, working with the baseball leagues (youth and adults), the Department increased the number of games played on its four baseball fields (April to end of August) to 210 games. The White Park baseball field alone had just over 70 games. This does not include practices.

4. Work with community partners to increase the number of community-wide special events hosted in parks and recreation facilities.

9-Month Status:

- The Department continued its partnership with Concord Housing & Redevelopment to offer free swim lessons for resident youth. Last summer, 700 children participated. This summer the Department will expand its regular morning and evening lessons to include Saturday morning swim lessons at Kimball Pool. The goal this summer is to have over 900 children participate.
- Partnered with Red River Theater to host a Movie in the Park. For the summer of 2018 we have expanded this partnership and will host two outdoor movies.
- Partnered with the New England Patriots Alumni Club to bring their “Football for You” Program to Concord for the fifth year. Last spring, over 200 children, ages 9 – 14, participated in the free football clinic coached by Alumni Players. This year’s event will be held on Saturday, May 12th, at Memorial Field.
- Co-Sponsored an Eclipse Viewing Party with Domino’s Pizza, with free eclipse viewing glasses provided by Domino’s.
- Partnered with Concord Crew to host a Learn to Row program.
- The Department continued to work with many groups who rent its facilities for special events, like 5K road races, bike races, graduations, Easter egg hunts, community celebrations and more.
- The Department coordinated the use of its three varsity soccer fields for a Columbus Day Weekend Soccer Tournament, which was sponsored by Seacoast Express Soccer. Over two hundred soccer teams from all over New England, New York State and Canada participated, using all of the NHTI fields and numerous areas in Greater Concord.
- Hosted several baseball weekend tournaments that brought in numerous teams from around New England.
- The Cemetery Division increased their outreach with community organizations and holds monthly educational workshops.
- The scheduling of the City Auditorium was moved from a stand-alone computer program to the Department’s RecTrac computer system, which is also used to schedule all parks and community centers, and for the processing of program registrations. Renters of the City Auditorium can now request dates and complete the process online. Members of the community can now view the schedule of shows/events on a new online calendar.

Human Services

Mission

To provide interim assistance to individuals in desperate need and to encourage community involvement to help break the cycle of poverty.

Human Services Department

Organizational Chart



Core Responsibilities

1. Per NH RSA 165:1, provide assistance to those who are unable to meet their most basic needs. Basic needs include food, rent, shelter, utilities, prescriptions and indigent funeral expenses.
2. Make referrals to other community resources in order to further assist applicants/recipients.
3. Pursue all avenues for reimbursement as allowed under RSA 165:1.
4. Maintain a donation supported pantry that is stocked with food, hygiene products, paper and cleaning supplies, diapers, toys and other items to help meet some basic human needs.

Human Services

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Reimbursements	\$24,444	\$10,667	\$15,000	\$18,000	\$10,000
Total Revenue	\$24,444	\$10,667	\$15,000	\$18,000	\$10,000
Expense					
Compensation	\$267,393	\$289,263	\$250,308	\$250,000	\$261,307
Fringe Benefits	\$135,258	\$118,306	\$120,965	\$120,270	\$128,122
Outside Services	\$64,573	\$65,366	\$80,358	\$76,600	\$63,980
Supplies	\$770	\$840	\$1,200	\$1,000	\$1,200
Insurance	\$2,320	\$2,500	\$2,490	\$2,490	\$2,530
Miscellaneous	\$311,823	\$221,315	\$330,000	\$214,300	\$250,850
Total Expense	\$782,138	\$697,589	\$785,321	\$664,660	\$707,989

<u>Service Indicators</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Estimated</u>	2019 <u>Projected</u>
1. Appointments/Emergencies	1,789	1,359	1,000	1,100
2. Homeless & Homeless at Risk Served	286	227	220	230
3. Applications for Assistance Issued	542	392	430	450
4. Walk-ins	1,389	961	950	1,000
5. Initial Case Interviews	512	376	380	400
6. Percent of Total Aid Budget in Rental Assistance	90%	91%	91%	91%

2019 Goals

1. Ensure that staff continues to participate in all training relevant to effectively working with low income families and individuals, and continually updates and expands knowledge of local resources.
2. Continue to actively monitor ongoing legislation at both the state and federal level through participation in the NH Local Welfare Administrators Association and the Family Assistance Advisory Council. Update the City Manager on any legislation or policies that could impact the Department's delivery of services.
3. Participate in the Refugee Advisory Council in order to be updated on the latest information on new arrivals to the City of Concord, and services available for the new arrivals, as well as important cultural information.
4. Review the Standard Operating Procedures for the Department, making sure that any necessary changes are made to reflect the most current policies and procedures in place.
5. Participate in the Medicaid Waiver 1115 initiative in the Capital area as it evolves in order to support the goal of transforming the delivery of behavioral health care through integration of services.
6. Continue to serve on the Homeless Steering Committee with a focus on the Housing First Model for our chronically homeless population.

2018 Goals Status

1. Ensure that staff continues to participate in all training relevant to effectively working with low income families and individuals, and continually updates and expands knowledge of local resources.
9-Month Status: Staff received internal training from Vocational Rehabilitation, Veteran Employment Services, McKenna House, Partners in Health and Social Security. Staff also attended community meetings such as the Homeless Service Provider Network and Welcoming Concord Initiative. The Director and one staff member actively participated in the Concord Area Diversion Program.

Human Services

2. Continue to actively monitor ongoing legislation at both the state and federal level through participation in the NH Local Welfare Administrators Association (NHLWAA) and the Family Assistance Advisory Council (FAAC). Update the City Manager on any legislation or policies that could impact the Department's delivery of services.
9-Month Status: The NHLWAA had a member testify in opposition to HB 1485, which would allow a landlord to request two months of security deposit in conjunction with first month's rent. This bill would be an additional barrier to families who are experiencing homelessness and it would impact local municipalities. The FAAC was also in opposition of this bill.
3. Participate in the Refugee Advisory Council in order to be updated on the latest information on new arrivals to the City of Concord, and services available for the new arrivals, as well as important cultural information.
9-Month Status: The process of resettlement has been impacted due to the Executive Order of only allowing family reunification and Special Immigrant Visa (SIV) cases. SIV's are granted to individuals who have helped the U.S. government. Ascentria Care Alliance projects to resettle 175 refugees to be split evenly between Nashua and Concord. Since October 2017, they have resettled 28 refugees: 24 Bhutanese, 3 Rohingya and 1 Congolese.
4. Review the standard operating procedures for the Department, making sure that any necessary changes are made to reflect the most current policies and procedures in place.
9-Month Status: The office reviewed its public safety and fire protocols, and had the Police and Fire Departments provide internal training. Staff also received training on Workplace Violence/Armed Intruder Response. Updates have also been made to the Department's Standard Operating Procedures.
5. Participate in the Medicaid Waiver 1115 initiative in the Capital area, as it evolves, in order to support the goal of transforming the delivery of behavioral health care through integration of services.
9-Month Status: The overall goal of this initiative is to improve health outcomes for Medicaid patients by 2020, so that individuals with co-occurring issues receive a higher quality of care, the number of re-hospitalizations is decreased, and the percentage of inpatient psychiatric care is reduced. Incentive payments for performance outcome metrics will begin this year. The Director participates in the Reentry Project, and there are 52 individuals enrolled in pre-release and 16 in post-release services. The goal is to serve 250 individuals.
6. Continue to serve on the Homeless Steering Committee with a focus on the Housing First Model for our chronically homeless population and to find a solution for a low barrier shelter prior to next winter.
9-Month Status: The Homeless Steering Committee is refreshing the Plan to End Homelessness. The Housing First program has housed 15 chronically homeless individuals. They have faced several challenges, including finding affordable units. They are still at the national average of success of 80-90%. The Concord Coalition to End Homelessness (CCEH) is reviewing the Functional Zero model. This model would allow a chronically homeless individual to be housed within 90 days. The Cold Weather Shelter opened on December 18, 2017, and the average stay for that month was 22 individuals per night. From January through March, the average stay was 34 individuals per night. These numbers included 6 families. The cold weather shelter closed on April 2nd. The permanent low barrier shelter should be completed this spring but it will not accept families. The CCEH will be convening with homeless providers to address this issue and find an alternative solution.

Special Revenue Funds

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Project Inspection	\$307,363	\$292,917	\$300,750	\$338,550	\$315,050
Parking	\$2,064,924	\$1,970,964	\$1,918,854	\$1,922,490	\$2,471,902
Airport	\$345,956	\$344,919	\$351,177	\$361,393	\$365,199
Conservation Property	\$68,000	\$82,108	\$130,436	\$85,823	\$115,187
Sub Total	\$2,786,242	\$2,690,907	\$2,701,217	\$2,708,256	\$3,267,338
Expense					
Project Inspection	\$333,626	\$339,891	\$298,340	\$338,199	\$314,269
Parking	\$2,144,168	\$1,946,066	\$2,106,884	\$2,085,943	\$2,527,750
Airport	\$340,101	\$346,878	\$415,615	\$394,378	\$445,908
Conservation Property	\$78,556	\$101,638	\$130,436	\$130,823	\$115,187
Sub Total	\$2,896,450	\$2,734,473	\$2,951,275	\$2,949,343	\$3,403,114

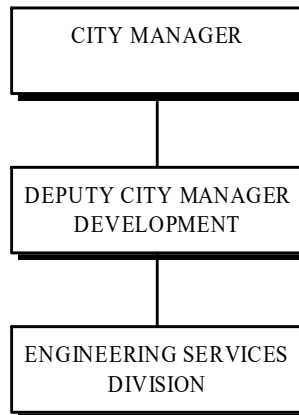
Project Inspection Fund

Mission

To ensure that construction projects undertaken within the City are completed as specified and without additional costs to the City.

Project Inspection Fund

Organizational Chart



Core Responsibilities

1. Ensure that private development projects are constructed in accordance with plans approved by the Planning Board.
2. Verify that individual private contractors construct infrastructure improvements within the right-of-way so as to be compliant with the City's construction standards and details.
3. Program is designed to be self-funded with no net cost to the City.

Project Inspection Fund

Fund Summary

	2018 Budgeted	2018 Estimated	2019 Budget
Revenue	\$300,750	\$338,550	\$315,050
Expense	\$298,340	\$338,199	\$314,269
Net Income (Loss)		\$351	\$781
Beginning Working Capital		\$26,801	\$27,152
Ending Working Capital		\$27,152	\$27,933

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Engineering Permits	\$101,137	\$104,370	\$106,000	\$95,780	\$106,000
Miscellaneous Services	\$200,414	\$187,270	\$194,200	\$239,250	\$208,500
Investment Income	\$649	\$1,227	\$400	\$3,110	\$400
Finance Charges	\$193	\$49	\$150	\$410	\$150
Insurance Distributions & Credits	\$4,970	\$0	\$0	\$0	\$0
Total Revenue	\$307,363	\$292,917	\$300,750	\$338,550	\$315,050
Expense					
Compensation	\$187,454	\$218,518	\$176,361	\$212,590	\$184,080
Fringe Benefits	\$104,440	\$111,756	\$110,471	\$113,612	\$117,949
Outside Services	\$1,372	\$2,118	\$3,348	\$2,337	\$2,650
Supplies	\$4,754	\$3,550	\$4,080	\$4,380	\$4,080
Insurance	\$1,430	\$1,560	\$1,710	\$1,710	\$1,800
Capital Outlay	\$29,839	\$0	\$0	\$0	\$0
Transfer Out	\$4,336	\$2,389	\$2,370	\$3,570	\$3,710
Total Expense	\$333,626	\$339,891	\$298,340	\$338,199	\$314,269

Project Inspection Fund

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Private Development Projects Inspected by Staff	38	40	44	45

2019 Goals

1. Continue to utilize the Project Inspection Fund and streamline reporting documentation depicting compliance with City Standards and actual program costs vs. revenue.

2018 Goals Status

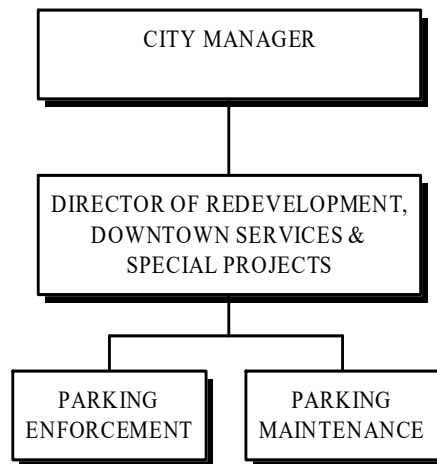
1. Continue to utilize the Project Inspection Fund and streamline reporting documentation depicting compliance with City Standards and actual program costs vs. revenue.
9-Month Status: Ongoing.

Parking Fund

Mission

To provide and maintain safe, convenient, customer friendly parking facilities, and appropriately enforce parking regulations.

Parking Fund Organizational Chart



Core Responsibilities

1. Develop, enact, and enforce parking regulations and policies in order to support citywide community and economic development activities.
2. Maintain parking meters and kiosks to maximize convenience for customers and revenues.
3. Daily property management services for parking garages and surface lots is provided by the General Services Department. Snow removal is done by contract.
4. Major capital improvement projects are managed by City Administration.

Parking Fund

Fund Summary

	2018 Budgeted	2018 Estimated	2019 Budget
Revenue	\$1,918,854	\$1,922,490	\$2,471,902
Expense	\$2,106,884	\$2,085,943	\$2,527,750
Net Income (Loss)		(\$163,453)	(\$55,848)
Beginning Working Capital		\$151,498	(\$11,955)
Ending Working Capital		(\$11,955)	(\$67,803)

Reserve

This fund has a goal to target a working capital reserve that is 10% of operating expenses, including debt service and capital expenditures.

Parking Fund

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Metered Parking	\$710,232	\$720,404	\$716,935	\$756,015	\$1,004,994
Metered Parking-Cards	\$86,491	\$84,154	\$85,500	\$84,155	\$85,000
Investment Income	\$174	\$136	\$250	\$75	\$200
Parking Rental	\$542,105	\$561,035	\$554,239	\$538,585	\$627,441
Finance Charges	\$2,509	\$2,439	\$500	\$8,000	\$500
Parking Penalties	\$309,554	\$327,328	\$345,800	\$320,030	\$478,651
Insurance Distributions & Credits	\$5,778	\$0	\$0	\$0	\$0
Contribution In Aid	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500
Miscellaneous	\$504	\$0	\$0	\$0	\$0
Transfer In-Cap Proj (2008 on)	\$6,188	\$0	\$0	\$0	\$0
Transfer In-General Fund	\$0	\$0	\$0	\$0	\$40,706
Transfer In-Sears Block TIF	\$258,145	\$206,167	\$205,130	\$205,130	\$223,910
Transfer In-Trust Fund	\$2,744	\$0	\$0	\$0	\$0
Transfer in-Trust/Durgin	\$130,000	\$58,800	\$0	\$0	\$0
Total Revenue	\$2,064,924	\$1,970,964	\$1,918,854	\$1,922,490	\$2,471,902
Expense					
Compensation	\$384,831	\$390,834	\$422,067	\$404,070	\$445,549
Fringe Benefits	\$185,927	\$190,289	\$206,582	\$199,059	\$218,919
Outside Services	\$229,171	\$237,832	\$278,925	\$279,240	\$482,550
Supplies	\$39,218	\$15,721	\$39,265	\$42,220	\$61,467
Utilities	\$59,801	\$54,585	\$51,230	\$52,380	\$57,770
Insurance	\$22,540	\$25,786	\$26,250	\$26,250	\$22,780
Debt Service	\$862,490	\$764,823	\$769,610	\$769,610	\$955,615
Miscellaneous	\$130,020	\$129,156	\$132,225	\$132,384	\$136,530
Transfer Out	\$230,170	\$137,040	\$180,730	\$180,730	\$146,570
Total Expense	\$2,144,168	\$1,946,066	\$2,106,884	\$2,085,943	\$2,527,750

Parking Fund

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Overtime Parking Meter Citations	18,524	18,467	18,500	20,000
2. Time Zone Citations	1,471	1,316	1,200	1,300
3. Meter Feeding Citations	10	5	5	5
4. Winter Parking Ban Citations	82	300	310	300
5. Booted Vehicles	26	23	30	25
6. Credit Card Transactions at Kiosks	218,203	241,908	280,000	300,000
7. Credit Card Transactions – Fines/Penalties/P-Cards	1,212	1,538	1,700	2,000
8. Customer Payment Plans Created	26	29	35	30
9. Violations Appealed to Court	31	48	45	50
10. Parking Permits Issued	-	-	*244	375
11. Mobile Unit Hours of Enforcement	-	-	-	*2,200
12. Single Space Smart Meter Transactions	-	-	-	*35,000
13. Online Citation Payments	-	-	-	*5,000

*First year reported.

2019 Goals

1. Continue Implementation of the Strategic Parking Plan.
 - a) General Fund / Parking Fund Relationship: Rebalance the financial relationship between the General Fund and Parking Fund. This includes PCRs in the FY 2019 Budget pertaining to non-meter ticket revenues, downtown snow removal, and General Fund support for operating and debt service expenses for parking facilities used by General Fund vehicles and employees.
 - b) Hours of Enforcement: Implement new hours of enforcement, Monday through Saturday, 9AM – 7PM, for on-street spaces; and Monday through Friday, 9AM – 7PM, for parking garages, in accordance with Ordinance #2995 adopted on December 9, 2017. Subject to approval of the FY 2019 Budget, hire additional Parking Enforcement Officers to support expanded hours of operations.
 - c) Rates: Implement new meter rates of \$1.00/hour for on-street parking spaces, and \$0.50/hour for surface parking lots, in accordance with Ordinance #2995 adopted on December 9, 2017. Garage meter rates remain unchanged from \$0.50/hour.
 - d) Meter Time Limits: Implement new 3-hour and 10-hour time zones for on-street metered parking, in accordance with Ordinance #2995 adopted on December 9, 2017. Garages remain unchanged.
 - e) Permit Program: Convert the State Street Parking Garage to a permit system. Continue to operate the School Street Garage under the interim permit program for the duration of construction and negotiate with long-term lessees about making the permit program permanent. Lastly, continue negotiations with long-term lessees in the Storrs Street Garage regarding conversion from leases to a permit system.
 - f) Meter Expansion: Implement Phase I of meter expansion for portions of South Main Street, Concord Street, and Dixon Avenue, in accordance with Ordinance 2995 adopted on December 9, 2017. Total of 50 new meters. Finish the qualifications-based selection process for a smart meter vendor which began in FY 2018.
 - g) Technology: Implement the following:
 - Independent website for the parking system (ParkConcordNH.com). Domain name has been secured.
 - Pay-by-cell application.
 - Convert from the POM parking card to the Cale America parking card.
 - On-line payment capabilities for parking tickets.
 - On-line application processes for parking leases and permits.

Parking Fund

- h) Citations: Implement changes to parking citations, including expired meter tickets, per Ordinance #2996 adopted on December 9, 2017.
 - i) Neighborhood Parking: Subject to approval of the FY 2019 Budget, hire additional Parking Enforcement Officers to support dedicated neighborhood parking enforcement.
 - j) Resident Parking: Implement the revised on-street resident parking program, as approved by Ordinance #2997 on December 9, 2017.
 - k) Maintenance: Subject to the adoption of the FY 2019 Budget, implement new Parking Facility Maintenance Policy enacted by the City Manager, which establishes the roles and responsibilities of City Administration, the Parking Division, and the General Services Department's Public Properties Division and Downtown Services Team, concerning maintenance of parking facilities. Issue bids and proposals as needed to supplement in-house maintenance capabilities in accordance with the Parking Facility Maintenance Policy.
 - l) Miscellaneous Recommendations:
Commence enforcement of time limits for handicap parking spaces and placards.
Review the possibility of implementing "quarters only" for coin payment at meters.
Consider implementation of a valet parking ordinance for the Downtown Central Business District.
2. Capital Improvement Projects:
- a) Continue ongoing repairs and renovations of the School Street Parking Garage.
 - b) Complete reconstruction of the Red River Theatre vestibule and elevator tower roof at the Storrs Street Parking Garage.
 - c) Subject to adoption of the FY 2019 budget, implement pigeon control measures at the Storrs Street Parking Lot.
 - d) Subject to adoption of the FY 2019 budget, purchase and install 50 new smart meters per the Strategic Parking Plan.
3. Neighborhood Parking:
- a) Narrow Streets: Work with the Parking Committee to complete the ongoing review of parking issues on narrow streets generally located in Wards 4, 5, and 6.
 - b) Parking Bans: Work with the Parking Committee to examine alternative methods of informing the public about parking bans.
 - c) Parking Encumbrances during Street Closures for Festivals and Community Events: Work with the Parking Committee to review meter encumbrance fees for downtown street festivals and community events.
4. State Parking:
- a) Continue to examine the practice of bagging parking meters for the Legislature in accordance with City Ordinance 18-1-17.
 - b) Begin to enforce meter fees and time limits for all non-Concord governmental vehicles which are not otherwise exempted by City Ordinance.
 - c) Continue to examine the possibility of codifying on-street parking spaces reserved for the Governor's Executive Council and Legislative Leadership in the City Code of Ordinances.

Parking Fund

2018 GOALS STATUS

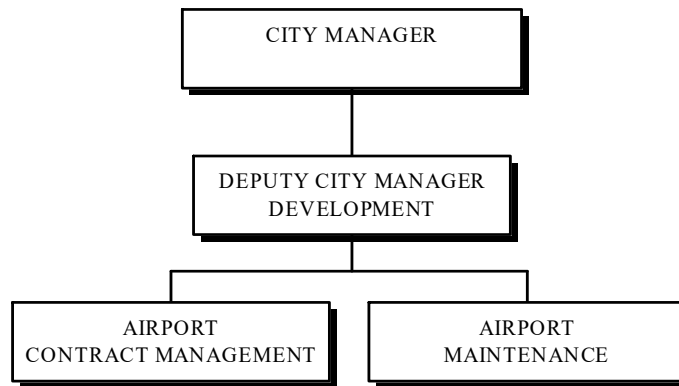
1. Adopt and implement the Strategic Parking Plan.
9-Month Status: The City embarked upon a strategic planning process in 2014 for the purpose of making the Parking Fund financially solvent, while simultaneously promoting economic development goals tied to parking and improving customer service and the quality of the City's parking facilities. The Parking Committee presented its final Strategic Plan to the City Council on November 13, 2017. The Strategic Plan included a variety of short and long-term recommendations to be implemented over the next several years. In December 2017, the City Council approved several ordinances to begin implementation of parking reforms. Ordinances included changes to parking rates, hours of enforcement, citations, and resident permit parking near the UNH Law School. These ordinances will take effect on July 1, 2018. Financial components of the Strategic Plan have been brought forward as part of the proposed FY 2019 budget. Lastly, on March 16, 2018, the City received proposals from vendors for the purchase of smart meters and the future upgrade of parking kiosks. Vendor interviews will be completed by May 1, 2018. Demonstration periods for new smart meters and kiosks will begin this summer and continue for nine months so that the City may fully vet new equipment before purchasing.
2. Update service indicators as appropriate to measure anticipated outcomes of Strategic Plan recommendations.
9-Month Status: Updated indicators have been proposed as part of the FY 2019 Budget. In addition, detailed goals set forth as part of the FY 2019 budget will help the community track progress on the implementation of the Strategic Parking Plan.
3. Commence repairs and improvements for the School Street (Durgin Block) Parking Garage (CIP #432).
9-Month Status: On November 9, 2017, the City engaged Knowles Industrial Services for comprehensive repairs and renovations of the School Street Parking Garage. Total budget for the project is \$5.235 million. Construction began in December and is expected to be completed in June 2020. This is the first major renovation of the 170,000 square foot facility since it opened in 1985. Renovations include new stair towers, new elevator, significant steel and concrete repairs, new paint, updated signage and surveillance systems, and improved LED lighting.

Airport

Mission

To maintain the presence of general aviation services for personal use, commerce and New Hampshire Army National Guard operations.

Airport Organizational Chart



Core Responsibilities

1. To provide the general and military aviation community with a safe and convenient location for the storage, re-fueling and landing/take-off of aircraft.

Airport

Fund Summary

	2018 Budgeted	2018 Estimated	2019 Budget
Revenue	\$351,177	\$361,393	\$365,199
Expense	\$415,615	\$394,378	\$445,908
Net Income (Loss)		(\$32,985)	(\$80,709)
Beginning Working Capital		\$538,225	\$505,240
Ending Working Capital		\$505,240	\$424,531

Reserve

This fund has a goal to target a working capital reserve that is 10% of operating expenses, including debt service and capital expenditures.

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Airport Operators Grant	\$1,715	\$1,355	\$1,300	\$1,300	\$1,300
Fuel Flow Mark-up	\$33,269	\$30,740	\$34,000	\$40,630	\$41,035
Investment Income	\$1,575	\$2,863	\$1,800	\$3,500	\$3,500
Building Lease or Rental	\$306,635	\$309,961	\$314,077	\$315,963	\$319,364
Insurance Distributions & Credits	\$1,988	\$0	\$0	\$0	\$0
Miscellaneous	\$775	\$0	\$0	\$0	\$0
Total Revenue	\$345,956	\$344,919	\$351,177	\$361,393	\$365,199
Expense					
Compensation	\$71,461	\$83,699	\$80,049	\$69,580	\$82,559
Fringe Benefits	\$32,366	\$35,963	\$37,946	\$34,724	\$40,117
Outside Services	\$48,245	\$54,349	\$62,610	\$63,257	\$73,714
Supplies	\$15,138	\$16,622	\$43,438	\$34,640	\$42,993
Utilities	\$23,177	\$21,391	\$21,600	\$22,460	\$23,560
Insurance	\$7,700	\$6,529	\$6,565	\$6,565	\$6,165
Debt Service	\$37,064	\$33,847	\$33,640	\$33,640	\$32,840
Miscellaneous	\$44,365	\$44,818	\$45,955	\$45,700	\$46,600
Transfer Out	\$60,585	\$49,661	\$83,812	\$83,812	\$97,360
Total Expense	\$340,101	\$346,878	\$415,615	\$394,378	\$445,908

Airport

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Number of Based Planes	82	87	84	87

2019 Goals

1. Construct Phase 1 of Taxiway A rehabilitation.
2. Conduct the Terminal Area Study.

2018 Goals Status

1. Construct Phase 1 of Taxiway A rehabilitation.
9-Month Status: The project was not approved for FAA grant funding in the City's first attempt. It is anticipated that grant funding will be made available in the next round.

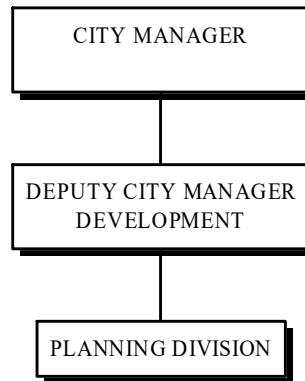
Conservation Property

Mission

To facilitate finances associated with the acquisition and management of conservation property.

Conservation Property Fund

Organizational Chart



Core Responsibilities

1. The purpose of the Conservation Property fund is to dedicate revenue received from the Land Use Change Tax to preserve and protect open space and conservation land under the oversight of the Conservation Commission.
2. Money from the fund is utilized to purchase or acquire conservation easements on land that the Commission determines will meet the goals of the Open Space Plan.

Conservation Property

Fund Summary

	2018 Budgeted	2018 Estimated	2019 Budget
Revenue	\$130,436	\$85,823	\$115,187
Expense	\$130,436	\$130,823	\$115,187
Net Income (Loss)		(\$45,000)	\$0
Beginning Working Capital		\$74,363	\$29,363
Use of Fund Balance		\$45,000	\$29,000
Ending Working Capital		\$29,363	\$363

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Land Lease or Rental	\$68,000	\$82,108	\$69,100	\$69,100	\$69,100
Budgetary Use of Fund Balance	\$0	\$0	\$45,000	\$0	\$29,000
Transfer In-Trust/Conservation	\$0	\$0	\$16,336	\$16,723	\$17,087
Total Revenue	\$68,000	\$82,108	\$130,436	\$85,823	\$115,187
Expense					
Compensation	\$1,613	\$2,026	\$4,515	\$4,690	\$4,973
Fringe Benefits	\$587	\$676	\$1,421	\$1,622	\$1,714
Outside Services	\$12,883	\$36,038	\$56,500	\$56,511	\$56,500
Supplies	\$7,873	\$14,098	\$23,000	\$23,000	\$23,000
Transfer Out	\$55,600	\$48,800	\$45,000	\$45,000	\$29,000
Total Expense	\$78,556	\$101,638	\$130,436	\$130,823	\$115,187

Enterprise Funds

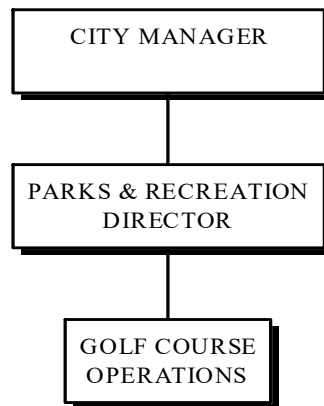
	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Golf	\$1,020,600	\$1,001,847	\$1,125,800	\$1,011,310	\$1,070,799
Arena	\$639,236	\$595,997	\$601,535	\$620,261	\$614,995
Solid Waste	\$3,649,273	\$4,633,620	\$4,173,350	\$4,197,756	\$4,374,084
Water	\$6,041,692	\$6,346,712	\$5,948,960	\$6,133,380	\$6,295,160
Wastewater	\$7,468,989	\$7,595,089	\$7,453,662	\$7,536,372	\$7,502,760
Sub Total	\$18,819,791	\$20,173,266	\$19,303,307	\$19,499,079	\$19,857,798
Expense					
Golf	\$1,012,344	\$1,025,786	\$1,107,217	\$1,089,241	\$1,121,074
Arena	\$640,326	\$562,926	\$615,458	\$576,420	\$677,912
Solid Waste	\$3,784,219	\$3,912,189	\$4,139,917	\$4,123,166	\$4,359,198
Water	\$5,885,367	\$5,895,050	\$6,239,108	\$6,096,217	\$6,422,623
Wastewater	\$7,107,814	\$7,271,696	\$7,922,660	\$7,767,365	\$8,264,461
Sub Total	\$18,430,068	\$18,667,648	\$20,024,360	\$19,652,409	\$20,845,268

Golf Course Fund

Mission

To provide the public with a quality golfing experience at a safe, attractive and well operated facility.

Golf Course Fund Organizational Chart



Core Responsibilities

1. Manage the year-round operation of the Beaver Meadow Golf Course. Activities include course maintenance, tournaments, lessons and camp programs, marketing, pro shop operations and winter operations.

Golf Course Fund

Fund Summary

	2018 Budgeted	2018 Estimated	2019 Budget
Revenue	\$1,125,800	\$1,011,310	\$1,070,799
Expense	\$1,107,217	\$1,089,241	\$1,121,074
Net Income (Loss)		(\$77,931)	(\$50,275)
Beginning Working Capital		\$11,037	(\$66,894)
Ending Working Capital		(\$66,894)	(\$117,169)

Reserve

This Fund has a goal to target a working capital reserve that is 10% of operating expenses, including debt service and capital expenditures.

Golf Course Fund

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Interest Costs and Penalties	\$103	\$11	\$0	\$0	\$0
Camps	\$16,776	\$19,970	\$37,690	\$18,160	\$26,324
Seasonal Passes	\$219,552	\$187,962	\$256,000	\$210,000	\$225,225
Daily Fees	\$354,426	\$332,162	\$345,000	\$340,000	\$350,000
Cart Rental	\$144,458	\$144,457	\$155,000	\$140,360	\$155,000
Handicapping	\$6,829	\$5,590	\$7,000	\$5,790	\$6,000
Driving Range	\$52,601	\$46,138	\$55,000	\$49,850	\$55,000
League & Tournament Fees	\$17,610	\$12,978	\$10,000	\$15,000	\$10,000
Golf Simulator Revenue	\$29,595	\$64,357	\$66,000	\$64,000	\$65,000
Pro Shop Sales	\$118,938	\$132,128	\$135,000	\$123,910	\$125,000
Pro Shop Sales-Rentals & Other	\$951	\$819	\$1,000	\$960	\$1,000
Investment Income	\$116	\$108	\$110	\$260	\$250
Insurance Distributions & Credits	\$5,054	\$0	\$0	\$0	\$0
Concession Income	\$32,000	\$33,833	\$42,000	\$35,500	\$42,000
Miscellaneous	\$1,072	\$1,574	\$1,000	\$20	\$0
Advertising Revenue	\$0	\$0	\$15,000	\$7,500	\$10,000
Transfer In-General Fund	\$20,520	\$19,760	\$0	\$0	\$0
Total Revenue	\$1,020,600	\$1,001,847	\$1,125,800	\$1,011,310	\$1,070,799
Expense					
Compensation	\$376,949	\$399,392	\$423,265	\$409,640	\$424,294
Fringe Benefits	\$130,015	\$154,292	\$158,634	\$162,240	\$171,404
Outside Services	\$120,305	\$97,139	\$97,802	\$116,476	\$100,690
Supplies	\$199,818	\$217,955	\$217,353	\$200,700	\$198,216
Utilities	\$53,652	\$56,820	\$50,758	\$39,180	\$47,140
Insurance	\$3,253	\$3,360	\$4,190	\$4,190	\$4,150
Debt Service	\$48,518	\$88,598	\$75,565	\$75,565	\$95,530
Miscellaneous	\$394	\$729	\$0	\$1,600	\$0
Transfer Out	\$79,440	\$7,500	\$79,650	\$79,650	\$79,650
Total Expense	\$1,012,344	\$1,025,786	\$1,107,217	\$1,089,241	\$1,121,074

The majority of Golf Fund revenue is generated through fees charged for golfing activities, seasonal passes, daily fees, cart rentals, and indoor simulator use. These revenue streams make up 74% of the Fund's revenue. Pro Shop Sales is the next largest revenue stream at approximately 12%.

Golf Course Fund

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Number of Season Memberships	229	192	226	226
2. Number of rounds played	27,500	25,000	28,000	29,500
3. Number of unique web site visitors	32,053	53,694	55,000	60,000

2019 Goals

1. Increase overall membership by 4 % and green fee play by 5%.
2. Continue to expand the use of the facility as a year round destination.
3. Increase off-season (non-winter) use of the golf simulator.
4. Increase Junior and Young Adult Membership by 25%.

2018 Goals Status

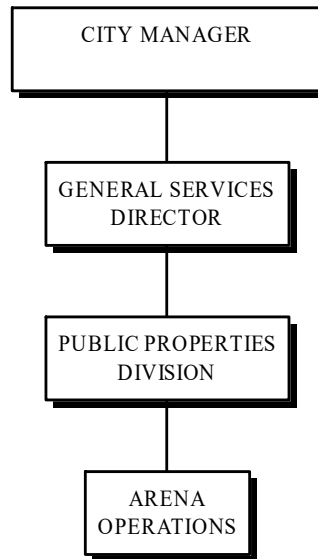
1. Continue to expand the use of the facility as a year round destination.
9-Month Status: Simulator use remained consistent with the previous year during the winter of 2017-2018. Many positive comments were received regarding cross country skiing and trail conditions. There was increased activity in the restaurant due to outdoor winter use of the golf course.
2. Increase and maintain the level of use of the new golf simulators.
9-Month Status: Simulator revenue is approaching the budgeted goal.
3. Increase the number of youth taking part in learn-to-play programs by 15%.
9-Month Status: The Golf Pro's addition of a PGA Junior League, and an ongoing partnership with First Tee, has grown participation and interest by youth.

Arena Fund

Mission

To provide a safe, attractive and well-operated multipurpose, multifunctional facility for the citizens of Concord at rates which are competitive with other facilities in the region.

Arena Fund Organizational Chart



Core Responsibilities

1. Make and maintain ice for skating and maintain facility for non-ice rentals.

Arena Fund

Fund Summary

	2018 Budgeted	2018 Estimated	2019 Budget
Revenue	\$601,535	\$620,261	\$614,995
Expense	\$615,458	\$576,420	\$677,912
Net Income (Loss)		\$43,841	(\$62,917)
Beginning Working Capital		\$222,396	\$266,237
Ending Working Capital		\$266,237	\$203,320

Reserve

This Fund has a goal to target a working capital reserve that is 10% of operating expenses, including debt service and capital expenditures.

Arena Fund

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Pro Shop Sales	\$0	\$0	\$0	\$0	\$19,525
Investment Income	\$539	\$1,366	\$400	\$940	\$400
Facility Lease or Rental	\$70,738	\$74,217	\$75,885	\$75,890	\$69,570
Ice Rental	\$449,636	\$430,894	\$433,000	\$448,061	\$440,000
Parking Rental	\$0	\$0	\$0	\$320	\$0
Finance Charges	\$518	\$498	\$250	\$250	\$250
Insurance Distributions & Credits	\$4,362	\$2,750	\$0	\$0	\$0
Concession Income	\$54,258	\$52,488	\$59,000	\$54,300	\$55,000
Sale of Surplus Property	\$112	\$0	\$0	\$0	\$0
Miscellaneous	\$956	\$1,285	\$0	\$10,500	\$250
Advertising Revenue	\$32,125	\$32,500	\$33,000	\$30,000	\$30,000
Transfer In-General Fund	\$15,280	\$0	\$0	\$0	\$0
Transfer In-Arena Capital Fund	\$10,712	\$0	\$0	\$0	\$0
Total Revenue	\$639,236	\$595,997	\$601,535	\$620,261	\$614,995
Expense					
Compensation	\$194,809	\$199,852	\$226,953	\$194,562	\$227,117
Fringe Benefits	\$79,762	\$79,844	\$84,940	\$81,290	\$102,065
Outside Services	\$23,353	\$31,234	\$27,685	\$28,799	\$29,919
Supplies	\$39,238	\$42,339	\$42,885	\$42,885	\$45,949
Utilities	\$90,452	\$79,238	\$83,958	\$80,560	\$85,499
Insurance	\$7,648	\$7,088	\$8,440	\$7,727	\$7,900
Debt Service	\$93,704	\$52,692	\$55,010	\$55,010	\$74,450
Transfer Out	\$111,360	\$70,640	\$85,587	\$85,587	\$105,013
Total Expense	\$640,326	\$562,926	\$615,458	\$576,420	\$677,912

Arena revenue is determined by using historical data for ice and dry-floor rentals. This data is used to determine the anticipated hours (prime and off-peak) that will be sold during the six month ice-in period. Historical data is also used to project anticipated requests for dry-floor rentals during the late spring and summer period. Many of the vendors that book the arena for a dry-floor venue are repeat customers.

Arena Fund

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Total Ice Rental Hours	1,597	1,523	1,587	1,580
2. Show Rental Revenue	\$44,045	\$39,769	\$44,965	\$45,425
3. Public Ice Skating Attendance	9,040	8,435	8,400	8,500
4. Recreational Hockey Stick / Puck Attendance	931	802	820	850

2019 Goals

1. Continue to develop additional revenue sources, such as further development of the roller skating program, and research other dry floor activities, such as a street hockey league. Recruit other outside activities for summer park rentals, such as the Brew Fest. Bring the Pro Shop operation in house, versus operation by an outside vendor.
2. Explore other energy saving measures, such as possible solar options.
3. Continue to work with the Parks & Recreation Advisory Committee, the Arena Advisory Committee, and City staff from the Parks & Recreation and Community Development Departments on a plan for future operations, investment, and management of Kiwanis Park and the Everett Arena Property.

2018 Goals Status

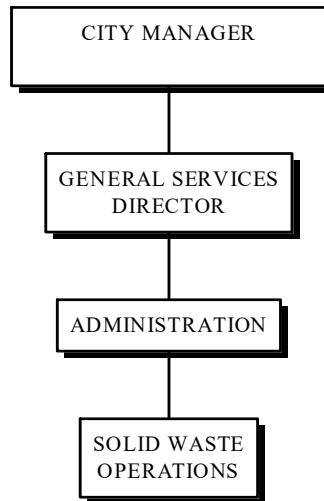
1. Continue to develop additional revenue sources, such as continued development of the roller skating program. Explore the possibility of taking the Pro Shop operation in house versus operation by an outside vendor.
9-Month Status: Summer camp groups are being contacted for possible field trips for roller skating, in addition to promoting the public roller skating hours through flyers, the arena website, and social media. A program change request (PCR) for operation of the Pro Shop in house has been submitted for FY 2019.
2. Provide a firm financial foundation by maximizing revenue through increased public attendance and minimizing expenses by refining the energy management program and exploring possible solar options.
9-Month Status: Public skating attendance is down slightly from last season. In speaking with other rinks, they are experiencing the same. Other winter activities that are available when there is an abundance of snow typically affect public skating numbers.
3. Continue to work with the Parks & Recreation Advisory Committee, the Arena Advisory Committee, and City staff from the Parks & Recreation and Community Development Departments on the plan for future operations, investment, and management of Kiwanis Park and the Everett Arena Property.
9-Month Status: A subcommittee of the Arena Advisory Committee has been formed and is awaiting its first meeting with the Parks & Recreation subcommittee.
4. Install automated louvers that are tied in to the arena's exhaust fans to improve summer building cooling.
9-Month Status: Installation of the automated louvers has been completed. Final configuration with the energy management system will be completed this spring.

Solid Waste Fund

Mission

To provide recycling and solid waste collection services and promote a clean and healthy environment.

Solid Waste Fund Organizational Chart



Core Responsibilities

1. Manage the City of Concord's solid waste and recycling collection programs.
2. Manage the closed landfills.
3. Supervise the Pay-As-You-Throw (PAYT) Program.
4. Manage the Blue Bag Volunteer Program.
5. Coordinate the execution of household hazardous waste collection.

Solid Waste Fund

Fund Summary

	2018 Budgeted	2018 Estimated	2019 Budget
Revenue	\$4,173,350	\$4,197,756	\$4,374,084
Expense	\$4,139,917	\$4,123,166	\$4,359,198
Net Income (Loss)		\$74,590	\$14,886
Beginning Working Capital		\$1,192,933	\$1,267,523
Ending Working Capital		\$1,267,523	\$1,282,409

Reserve

This Fund has a goal to target a working capital reserve that is 10% of operating expenses, including debt service and capital expenditures.

Solid Waste Fund

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Waste Haulers Permit	\$400	\$600	\$700	\$700	\$700
Household Waste	\$5,541	\$6,395	\$5,541	\$5,541	\$5,116
School District Payments	\$52,013	\$65,025	\$65,025	\$65,025	\$65,025
Miscellaneous Services	\$11,910	\$0	\$0	\$0	\$0
Commercial Disposal	\$1,036,204	\$1,124,643	\$1,177,160	\$1,195,056	\$1,389,685
DTSWRD-Dwntwn Sol Waste Rem Ds	\$229,146	\$235,102	\$237,390	\$241,290	\$250,650
Contaminated Loads	\$364	\$126	\$500	\$200	\$500
PAYT Bags	\$905,805	\$1,107,100	\$1,137,500	\$1,137,500	\$1,149,045
PAYT Containers	\$296,277	\$371,396	\$368,000	\$369,700	\$371,000
Cart Collection Program	\$17,600	\$17,430	\$17,040	\$18,150	\$18,240
Motor Vehicle Waste Disposal	\$94,865	\$95,444	\$94,000	\$94,000	\$94,000
Finance Charges	\$894	\$3,216	\$1,200	\$1,500	\$1,200
Insurance Distributions & Credits	\$4,403	\$0	\$0	\$0	\$0
Miscellaneous	\$1,729	\$602,122	\$720	\$520	\$720
Transfer In-General Fund	\$990,130	\$990,130	\$1,053,684	\$1,053,684	\$1,013,313
Transfer In-Golf Fund	\$0	\$3,000	\$3,000	\$3,000	\$3,000
Transfer In-Arena Fund	\$0	\$3,790	\$3,790	\$3,790	\$3,790
Transfer In-Solid Waste Cap Fund	\$1,993	\$0	\$0	\$0	\$0
Transfer In-Water Fund	\$0	\$4,350	\$4,350	\$4,350	\$4,350
Transfer In-Wastewater Fund	\$0	\$3,750	\$3,750	\$3,750	\$3,750
Total Revenue	\$3,649,273	\$4,633,620	\$4,173,350	\$4,197,756	\$4,374,084
Expense					
Compensation	\$195,226	\$203,979	\$210,067	\$188,700	\$162,764
Fringe Benefits	\$101,946	\$99,679	\$107,094	\$99,872	\$78,376
Outside Services	\$3,446,352	\$3,559,127	\$3,773,394	\$3,785,772	\$4,069,438
Utilities	\$7,072	\$6,501	\$7,040	\$6,500	\$6,880
Insurance	\$140	\$0	\$0	\$0	\$0
Debt Service	\$29,882	\$29,302	\$28,722	\$28,722	\$28,140
Transfer Out	\$3,600	\$13,600	\$13,600	\$13,600	\$13,600
Total Expense	\$3,784,219	\$3,912,189	\$4,139,917	\$4,123,166	\$4,359,198

Solid Waste PAYT Bag and Container Revenues are projected based on prior years' historical data of bag sales and blended with expected changes in disposal habits. Expected revenues from the container program are factored into this. Solid Waste Commercial Revenues are projected based on the previous fiscal year's delivered tonnage to maintain a conservative revenue projection in our approach to potential changes in the market.

Solid Waste Fund

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Number of Tons Diverted from Traditional Disposal	6,554	6,175	6,016	6,016
2. Percentage of Citizen Request Tracker Items Resolved	99%	99%	99%	99%
3. Number of Households Services During Annual Household Hazardous Waste Collection	720	627	627	630

2019 Goals

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
2. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the web site's "Report a Concern" module in a timely manner.
3. Increase promotion of the City's Blue Bag litter control program.
4. Investigate a Bagged Fall Leaf Collection Program per Council request.

2018 Goals Status

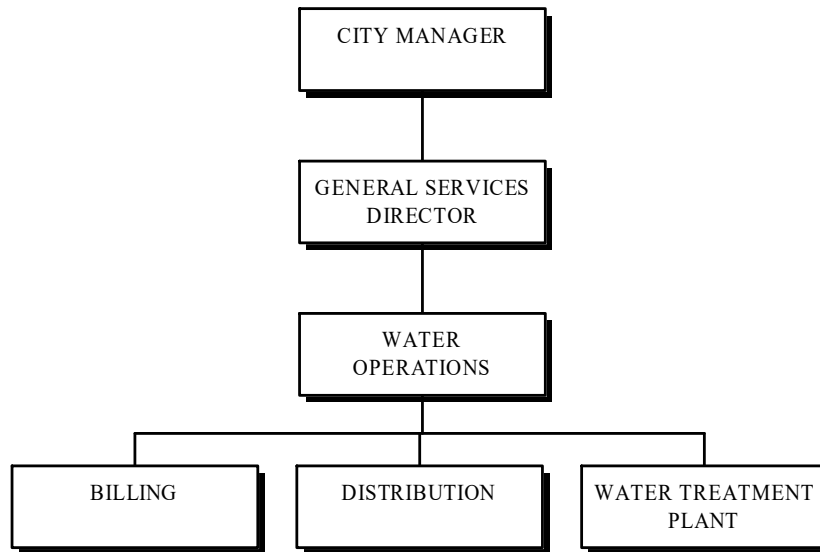
1. Positively engage the public by continuing to develop relationships with condo/management companies in regards to the City's single stream container program.
9-Month Status: Ongoing. The City continues to offer recycling collection services and options to multi-family and other condominium arrangements in an effort to increase diversion from traditional disposal.
2. Monitor curbside tonnage and track any major changes in residential disposal behaviors.
9-Month Status: Residential Municipal Solid Waste (MSW) tonnage through the third quarter is in line with expected tonnage as budgeted.
3. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the website's "Report a Concern" module in a timely manner.
9-Month Status: Staff remains dedicated to timely resolution of any Solid Waste related issues, including missed collection calls.

Water Fund

Mission

To provide an adequate supply of safe, high-quality water and protect the health and well-being of customers.

Water Fund Fund Organizational Chart



Core Responsibilities

1. The Water Treatment Division is responsible for filtering water from Penacook Lake and purifying out any contaminants to meet all federal and state standards for water quality and treatment before distributing to customers.

Water Fund

Fund Summary

	2018 Budgeted	2018 Estimated	2019 Budget
Revenue	\$5,948,960	\$6,133,380	\$6,295,160
Expense	\$6,239,108	\$6,096,217	\$6,422,623
Net Income (Loss)		\$37,163	(\$127,463)
Beginning Working Capital		\$3,456,564	\$3,493,727
Ending Working Capital		\$3,493,727	\$3,366,264

Reserve

This Fund has goals of attaining and maintaining the following reserves for operations, capital, and rate stabilization:

Operations: 25% operating expense less debt service and pay-as-you-go capital.

Capital: 25% of debt service but not less than \$500,000.

Rate Stabilization: 10% of operating revenue or no less than \$500,000.

A 3% rate increase is proposed for FY 2019.

Water Fund

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Interest Costs and Penalties	\$27,011	\$25,561	\$27,500	\$27,500	\$27,500
Testing Services	\$3,140	\$2,252	\$2,500	\$2,250	\$2,500
Commercial Sales	\$4,461,984	\$4,713,609	\$4,468,020	\$4,600,000	\$4,764,850
Private Fire Service	\$126,008	\$110,611	\$110,000	\$110,000	\$110,000
Water Availability	\$1,180,326	\$1,165,895	\$1,170,000	\$1,170,000	\$1,170,000
Sundry Services	\$23,304	\$24,676	\$18,000	\$15,000	\$15,000
Labor Services-Water	\$9,656	\$10,452	\$10,000	\$11,500	\$10,000
Misc. Recollectible	\$17,884	\$2,220	\$0	\$5,190	\$2,500
Cross Connection	\$69,440	\$66,244	\$65,000	\$85,000	\$75,000
Investment Income	\$16,966	\$32,600	\$12,000	\$41,000	\$55,000
Finance Charges	\$0	\$42	\$150	\$150	\$150
Insurance Distributions & Credits	\$21,029	\$0	\$0	\$0	\$0
Investment Fee	\$32,890	\$138,897	\$20,000	\$20,000	\$20,000
NHRS subsidy for Retiree Health Ins	\$32,535	\$29,429	\$30,480	\$30,480	\$30,570
Retiree share of Health Ins	\$5,510	\$11,687	\$12,810	\$12,810	\$9,590
Sale of Surplus Property	\$7,639	\$4,762	\$0	\$0	\$0
Miscellaneous	\$6,373	\$7,775	\$2,500	\$2,500	\$2,500
Total Revenue	\$6,041,692	\$6,346,712	\$5,948,960	\$6,133,380	\$6,295,160
Expense					
Compensation	\$1,138,504	\$1,167,999	\$1,273,838	\$1,196,200	\$1,253,163
Fringe Benefits	\$659,054	\$655,186	\$738,564	\$673,738	\$777,401
Outside Services	\$112,211	\$115,080	\$164,693	\$164,805	\$158,872
Supplies	\$385,183	\$332,931	\$428,985	\$434,516	\$442,602
Utilities	\$280,928	\$289,851	\$248,610	\$255,890	\$258,560
Insurance	\$42,540	\$47,837	\$48,110	\$48,110	\$47,420
Capital Outlay	\$70,097	\$50,820	\$119,000	\$119,850	\$119,000
Debt Service	\$1,912,809	\$1,900,057	\$1,956,830	\$1,942,630	\$2,086,580
Miscellaneous	\$4,190	\$4,259	\$6,000	\$6,000	\$6,000
Transfer Out	\$1,279,851	\$1,373,479	\$1,254,478	\$1,254,478	\$1,273,025
(Gain) Loss on Refunding	\$0	(\$42,450)	\$0	\$0	\$0
Total Expense	\$5,885,367	\$5,895,050	\$6,239,108	\$6,096,217	\$6,422,623

The Water Fund Commercial Sales revenue projection is based on a combination of historical data and knowledge-based forecasting. The critical factor in determining water revenue is to predict water consumption for the next fiscal year; and the Department has more than 20 years of historical data to use. This data, coupled with economic trends over the last three to five years, provides the basis for a conservative prediction for water consumption. This year it was determined that the best model to follow would be to take 97% of average water consumption over the last three years.

Water Fund

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Residential Per Capita Gallons Used per Day	75	85	85	85
2. Percentage of Turbidity Readings Below 0.1 NTUs	97%	98%	98%	99%

2019 Goals

1. Continue the application process for Level 3 AWWA Partnership for safe water.
2. Integrate Cyanobacteria Monitoring Program with EPA Region 1.

2018 Goals Status

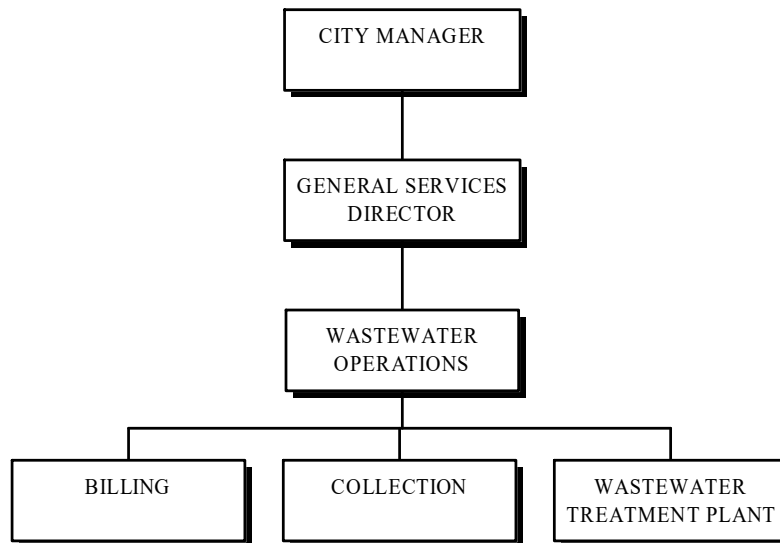
1. Complete a rate study.
9-Month Status: The City's consultant has completed a 10-year financial evaluation of the water and sewer rates; currently evaluating appropriate alternatives to meet fiscal demands.
2. Apply for Level 3 AWWA Partnership for Safe Water.
9-Month Status: Data has been submitted to AWWA Partnership and Level 2 has been maintained. The application for Level 3 will be submitted throughout calendar years 2018 and 2019, as it is a multi-year submittal process.

Wastewater Fund

Mission

To provide customers with quality and cost effective wastewater services while being strong stewards of the environment by promoting and implementing sustainable practices and infrastructure improvements.

Wastewater Fund Organizational Chart



Core Responsibilities

1. The Wastewater Treatment Division is responsible for reclaiming and purifying the community's wastewater before it is discharged to local water resources.

Wastewater Fund

Fund Summary

	2018 Budgeted	2018 Estimated	2019 Budget
Revenue	\$7,453,662	\$7,536,372	\$7,502,760
Expense	\$7,922,660	\$7,767,365	\$8,264,461
Net Income (Loss)		(\$230,993)	(\$761,701)
Beginning Working Capital		\$4,330,698	\$4,310,861
Current Portion of State Grant		\$211,156	\$0
Ending Working Capital		\$4,310,861	\$3,549,160

Reserve

This Fund has goals of attaining and maintaining reserves for operations, capital, and rate stabilization:

- Operations: 25% of operating expense less debt service and pay-as-you-go capital.
- Capital: 25% of debt service but not less than \$500,000.
- Rate Stabilization: 10% of operating revenue or no less than \$500,000.

A 4% rate increase is proposed for FY 2019.

Wastewater Fund

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Interest Costs and Penalties	\$31,150	\$29,141	\$30,500	\$30,500	\$30,500
Misc Permits	\$1,360	\$1,575	\$1,500	\$1,500	\$1,500
Share of Debt Service	\$48,762	\$61,574	\$267,182	\$267,182	\$234,350
Testing Services	\$1,540	\$1,375	\$1,800	\$1,400	\$1,600
Sewer Service	\$6,493,307	\$6,662,555	\$6,514,840	\$6,475,000	\$6,521,960
Sewer Service-Boscawen	\$218,237	\$121,113	\$165,000	\$187,270	\$165,000
Sewer Service-Bow	\$64,881	\$70,815	\$60,000	\$70,000	\$60,000
Leachate Processing	\$320,972	\$288,961	\$225,000	\$300,000	\$250,000
Labor Services-Wastewater	\$6,961	\$674	\$1,500	\$3,900	\$1,500
Septage Processing	\$103,404	\$73,198	\$45,000	\$64,000	\$65,000
Sludge Disposal	\$27,538	\$25,317	\$28,000	\$12,000	\$20,000
Investment Income	\$20,347	\$42,340	\$25,000	\$45,140	\$66,000
Land Lease or Rental	\$5,334	\$3,400	\$3,400	\$4,190	\$4,190
Finance Charges	\$1,415	\$901	\$1,150	\$200	\$500
Insurance Distributions & Credits	\$22,120	\$0	\$0	\$0	\$0
Investment Fee	\$52,448	\$143,305	\$40,000	\$29,150	\$40,000
NHRS subsidy for Retiree Health Ins	\$32,535	\$29,429	\$30,480	\$30,480	\$30,570
Retiree share of Health Ins	\$5,510	\$11,687	\$12,810	\$12,810	\$9,590
Sale of Surplus Property	\$5,830	\$23,280	\$0	\$0	\$0
Miscellaneous	\$5,340	\$4,450	\$500	\$1,650	\$500
Total Revenue	\$7,468,989	\$7,595,089	\$7,453,662	\$7,536,372	\$7,502,760
Expense					
Compensation	\$1,397,247	\$1,343,276	\$1,464,555	\$1,375,640	\$1,470,572
Fringe Benefits	\$836,473	\$745,163	\$821,685	\$804,522	\$890,050
Outside Services	\$394,370	\$427,958	\$570,427	\$505,743	\$472,121
Supplies	\$424,605	\$394,504	\$457,656	\$458,327	\$474,059
Utilities	\$561,455	\$548,748	\$545,040	\$595,630	\$607,510
Insurance	\$66,629	\$69,553	\$69,640	\$69,640	\$63,930
Capital Outlay	\$45,787	\$112,350	\$58,000	\$58,000	\$58,000
Debt Service	\$2,168,065	\$2,388,366	\$2,672,414	\$2,635,920	\$2,859,410
Miscellaneous	\$2,686	\$1,571	\$0	\$0	\$0
Transfer Out	\$1,210,497	\$1,262,757	\$1,263,243	\$1,263,943	\$1,368,809
(Gain) Loss on Refunding	\$0	(\$22,550)	\$0	\$0	\$0
Total Expense	\$7,107,814	\$7,271,696	\$7,922,660	\$7,767,365	\$8,264,461

The Wastewater Fund Sewer Service revenue projection is based on a combination of historical data and knowledge-based forecasting. The critical factor in determining wastewater revenue is to predict wastewater processing for the next fiscal year, and the Department has more than 20 years of historical data to use. This data, coupled with economic trends over the last three to five years, provides the basis for a conservative prediction for wastewater processing.

Wastewater Fund

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Number of Wastewater Odor Complaints Addressed	0	2	1	2
2. Percentage of Class A Materials Produced	99.9%	97.4%	*88.1%	98.0%
3. Percentage of Class B Materials Produced	0.1%	1.4%	1.4%	2.0%
4. Unclassified Material	0.0%	1.2%	10.5%	0.0%

* Reduction in Class A bio-solids is due to scheduled improvements in Class A producing equipment.

2019 Goals

1. Meet the community's expectation for odor control.
2. Maintain competitive rates with comparable communities in New Hampshire.
3. Continue to be a leader in bio-solids management.
4. Implement energy savings initiatives outlined in the FY 2019 capital improvement plan, with an overall goal of reducing electrical usage at the Hall Street Wastewater Treatment Plant by 10% by 2021.

2018 Goals Status

1. Meet the community's expectation for odor control.
9-Month Status: The Wastewater Division received no odor complaints during the third quarter of FY 2018.
2. Maintain competitive rates with comparable communities in New Hampshire.
9-Month Status: The Wastewater Division budget expenses were as expected through the third quarter of FY 2018.
3. Continue to be a leader in bio-solids management.
9-Month Status: The Wastewater Division produced 100% Class A biosolids during the third quarter of FY 2018.

TIF Districts & CIP Summary

Budget Summary

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 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.

TIF Districts & CIP Summary

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

TIF Districts & CIP Summary

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.

TIF Districts & CIP Summary

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.

TIF Districts & CIP Summary

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.

TIF Districts & CIP Summary

<u>Appropriations by Funding Source</u>	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
 <u>Repurposing by Funding Source</u>	
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.

TIF Districts & CIP Summary

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

TIF Districts & CIP Summary

	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

TIF Districts & CIP Summary

	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

TIF Districts & CIP Summary

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

TIF Districts & CIP Summary

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)				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	Total Assessed Value					
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
<u>General</u>									
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

**2019-2028
CAPITAL IMPROVEMENT
SUMMARY LISTING**

Type	General	Parking	Arena	Cemetery	Golf	Airport	Water	Sewer	Solid Waste	Other	Total
Capital Close-out	41,792	0	0	0	0	7,491	34,155	627,814	0	0	711,252
Capital Outlay	190,000	0	0	0	0	0	1,445,000	687,000	0	0	2,322,000
Capital Transfer	5,746,000	249,500	32,100	0	25,000	377,690	1,842,250	814,250	40,000	0	9,126,790
Donations	8,746,400	0	0	0	0	0	0	0	0	0	8,746,400
Econ. Dev. Reserve	65,000	0	0	0	0	0	0	0	0	0	65,000
Equip Replace Reserve	102,000	0	0	0	0	0	0	0	0	0	102,000
Federal	0	0	0	0	0	0	0	0	0	25,398,400	25,398,400
G.O. Bonds	129,571,400	7,887,500	1,185,000	0	815,000	674,066	17,619,500	54,047,500	170,000	0	211,969,966
Highway Reserve	25,140,000	0	0	0	0	0	0	0	0	0	25,140,000
Impact Fees Rec Dist 1	25,000	0	0	0	0	0	0	0	0	0	25,000
Impact Fees Traf Dist 1	214,790	0	0	0	0	0	0	0	0	0	214,790
Impact Fees Traf Dist 2	26,378	0	0	0	0	0	0	0	0	0	26,378
Impact Fees Traf Dist 3	200,000	0	0	0	0	0	0	0	0	0	200,000
Impact Fees Traf Dist 4	235,000	0	0	0	0	0	0	0	0	0	235,000
Mountain Green Reserve	0	0	0	0	0	0	0	370,000	0	0	370,000
State	0	0	0	0	0	0	0	0	0	15,240,246	15,240,246
Tax Increment Financing	0	0	0	0	0	0	0	0	0	12,900,000	12,900,000
Total	170,303,760	8,137,000	1,217,100	0	840,000	1,059,247	20,940,905	56,546,564	210,000	53,538,646	312,793,222

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>General /G.O. Bonds</u>											
83 Storm Water Improvements	775,000	300,000	100,000	650,000	1,250,000	1,250,000	1,250,000	1,500,000	1,500,000	1,500,000	10,075,000
121 Vehicle & Equipment Replacement Program	655,000	698,000	724,000	723,000	720,000	705,000	685,000	765,000	790,000	1,121,000	7,586,000
4 Fire Department Vehicle Replacement	510,000	105,000	700,000	1,315,000	1,500,000	475,000	1,445,000	920,000	795,000	100,000	7,865,000
40 Langley Parkway	350,000 *	2,860,400	0	6,795,000	0	0	0	0	0	0	10,005,400
235 Golf Course Grounds Improvements	310,000	310,000	285,000	285,000	325,000	0	0	0	0	0	1,515,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	265,000	360,000	160,000	70,000	290,000	30,000	100,000	0	0	0	1,275,000
574 Development Permitting Software	200,000	0	0	0	0	0	0	0	0	0	200,000
484 Police Station Improvements	180,000	0	100,000	0	0	0	0	0	0	0	280,000
521 Police Firearms Range Improvements	160,000	0	0	0	0	0	0	0	0	0	160,000
65 City Hall Renovations	130,000	1,270,000	455,000	400,000	115,000	10,000	200,000	250,000	200,000	250,000	3,280,000
276 Facilities Condition Assessment	125,000	0	0	0	0	0	0	0	0	0	125,000
607 Video System Replacement	110,000	0	0	0	0	0	0	0	0	0	110,000
587 Cemetery Improvements	105,000	110,000	130,000	70,000	170,000	0	0	425,000	35,000	0	1,045,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
107 Golf Course Club House and Maintenance Buildings	100,000	0	45,000	0	0	0	0	0	100,000	2,850,000	3,095,000
252 Fire Station Improvements	100,000	110,000	0	0	350,000	0	0	0	0	0	560,000
490 Police Department Records Management Microfilm Conversion	100,000	100,000	100,000	0	0	0	0	0	0	0	300,000
551 Library Maintenance	100,000	70,000	125,000	220,000	130,000	130,000	100,000	300,000	0	150,000	1,325,000
599 Zoning Update	100,000	0	0	0	0	0	0	0	0	0	100,000
63 City Wide Recreation Facility Improvements	85,000	225,000	550,000	217,000	400,000	550,000	550,000	200,000	200,000	200,000	3,177,000
297 Geographic Information Systems (GIS)	78,000	150,000	0	0	0	0	0	0	0	0	228,000
56 Rollins Park	70,000	80,000	230,000	0	0	0	200,000	175,000	14,000	0	769,000
52 Keach Park	60,000	0	0	500,000	0	0	20,000	620,000	0	93,000	1,293,000
55 Rolfe Park	60,000	13,000	70,000	120,000	60,000	0	0	200,000	20,000	0	543,000
479 Storm Water Enterprise Mechanism	60,000	0	0	0	0	0	0	0	0	0	60,000
283 Traffic Signals and Traffic Operations Improvements	55,000	30,000	30,000	42,000	205,000	30,000	30,000	230,000	30,000	30,000	712,000
561 Fire Alarm Infrastructure Replacement	55,000	133,000	93,000	93,000	93,000	93,000	20,000	20,000	20,000	20,000	640,000
557 Memorial Field	50,000	1,166,000	120,000	0	0	600,000	75,000	400,000	0	0	2,411,000
569 Parks and Cemeteries Small Turf Equipment	40,000	59,000	21,000	36,000	66,000	52,000	67,000	34,000	33,000	39,000	447,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
579 Downtown Squares	40,000	20,000	90,000	25,000	20,000	0	0	0	600,000	0	795,000
598 TASER Replacement	40,000	0	0	0	0	0	0	0	0	0	40,000
612 Assessing Software Upgrade and Data Conversion	40,000	0	0	0	0	0	0	0	0	0	40,000
51 White Park	30,000	45,000	185,000	250,000	50,000	85,000	0	0	0	25,000	670,000
584 Replacement of CAT Transit Bus Vehicles	30,000 *	0	0	0	0	0	0	0	0	0	30,000
518 Bridge and Dam Maintenance / Repairs	25,000	250,000	0	0	0	0	0	0	0	0	275,000
522 Patrol Rifle Replacements	25,000	0	0	0	0	0	0	0	0	0	25,000
528 Pocket Parks	20,000	26,000	0	0	0	265,000	0	0	0	0	311,000
17 Sidewalk, Bikeway and Streetscape Improvements	0	0	0	225,000	0	250,000	0	275,000	0	300,000	1,050,000
18 Storrs Street Extension, North & South	0	0	0	0	0	500,000	5,000,000	0	0	0	5,500,000
31 Broadway / West Street Intersection (McKee Square) Signalization	0	0	0	0	0	0	0	0	0	1,800,000	1,800,000
34 North Main Street / Storrs Street Intersection Signalization	0	0	400,000	0	0	0	0	0	0	0	400,000
36 Manchester Street / Route 3 South	0	0	0	3,550,000	0	0	0	0	0	0	3,550,000
54 Russell Martin Park	0	0	0	0	625,000	0	700,000	0	200,000	0	1,525,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
57 Gustaf H. Lehtinen Park/Hero's Bridge	0	0	0	0	0	0	0	0	0	110,000	110,000
59 Terrill Park	0	1,600,000	0	700,000	0	0	400,000	0	0	0	2,700,000
60 Kiwanis (Waterfront) Park	0	120,000	350,000	450,000	400,000	0	0	0	0	0	1,320,000
64 Arena Improvements	0	0	0	1,025,000	0	0	0	0	0	0	1,025,000
68 Library	0	0	0	500,000	0	0	0	0	875,000	8,730,000	10,105,000
305 Fire Department Communications Equipment	0	265,000	0	0	0	0	0	0	700,000	0	965,000
335 Thermal Imaging Cameras	0	0	0	0	0	0	60,000	0	0	0	60,000
358 Garrison Park	0	0	100,000	45,000	0	0	100,000	0	100,000	0	345,000
359 Merrill Park	0	14,000	135,000	0	20,000	0	30,000	0	120,000	0	319,000
360 Kimball Park	0	0	10,000	190,000	0	50,000	0	0	60,000	7,000	317,000
370 Police Department Ballistic Vest Replacement Program	0	0	75,000	0	0	0	0	80,000	0	0	155,000
375 Fire Department Boats	0	0	0	30,000	0	0	0	0	0	0	30,000
376 Fire Department Hose & Equipment Replacement	0	0	60,000	0	0	0	0	0	0	0	60,000
380 Neighborhood Safety Improvements	0	0	0	40,000	0	0	0	0	0	0	40,000
381 Landfill Closure and Maintenance	0	0	0	0	0	0	0	0	8,120,000	0	8,120,000
443 City-Wide Community Center	0	0	400,000	0	0	0	0	0	0	0	400,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R. 06/14/18

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
502 Whitney Road Extension	0	0	0	0	0	0	3,000,000	0	0	0	3,000,000
515 Golf Course Winter Recreation Improvements	0	53,000	0	0	0	0	0	0	0	0	53,000
519 Manchester Street/Old Turnpike Road Intersection Improvements	0	0	0	0	0	0	415,000	0	0	0	415,000
520 Intersection Safety Improvements	0	0	0	0	0	50,000	100,000	150,000	0	0	300,000
527 Cardiac Monitor & AED Replacement Program	0	0	0	0	0	500,000	0	0	0	0	500,000
541 Regional Drive/Chenell Drive Intersection Improvements	0	0	0	0	0	0	0	850,000	0	0	850,000
543 Merrimack River Greenway Trail Project	0	0	0	0	0	0	1,100,000	0	0	0	1,100,000
560 Fire Training Facility	0	0	0	0	0	0	0	0	0	500,000	500,000
563 Master Plan Update	0	0	80,000	125,000	0	0	0	0	0	0	205,000
567 Penacook Riverfront Parks	0	0	0	220,000	0	0	0	0	0	0	220,000
570 Pleasant/Warren/Fruit Intersection Improvements	0	0	0	0	0	0	1,500,000	0	0	0	1,500,000
571 I-393/Horseshoe Pond Drainage Improvements	0	500,000	0	0	400,000	0	0	0	0	0	900,000
573 Fire Department Personnel Protective Equipment	0	0	25,000	0	0	0	750,000	30,000	0	0	805,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
575 Police Vehicle & Equipment Replacement	0	150,000	0	0	0	0	0	0	0	0	150,000
583 East Concord Fire Station	0	0	0	0	0	0	0	0	0	5,000,000	5,000,000
588 Loudon Road Bridge Improvement Project	0	0	0	2,100,000	0	0	0	0	0	0	2,100,000
589 Downtown Corridor Streetscape Improvement Project	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	3,920,000
590 Downtown Civic District Sidewalk Replacement	0	0	750,000	0	0	0	0	0	0	0	750,000
594 New Central Fire Station	0	0	0	0	0	0	0	0	5,000,000	0	5,000,000
602 Iron Works Road Bridge Replacement Project	0	0	0	0	0	0	0	400,000	0	0	400,000
603 Washington Street Bridge Replacement Project	0	0	0	0	0	0	0	0	400,000	0	400,000
610 Police Radio and Phone Line Recorder System	0	50,000	0	0	0	0	0	0	0	0	50,000
611 Eastman Street Retaining Wall	0	0	0	0	0	0	0	0	0	190,000	190,000
Total General /G.O. Bonds	5,238,000	11,242,400	7,148,000	21,631,000	8,039,000	6,235,000	18,347,000	8,184,000	20,112,000	23,395,000	129,571,400
<u>General /Capital Outlay</u>											
512 Emergency Vehicle Repairs	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	190,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R. 06/14/18

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Total General /Capital Outlay	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	190,000
<u>General /Capital Transfer</u>											
2 Information Technology Hardware & Software Replacement	176,250	164,250	199,500	183,500	166,500	187,500	187,500	183,500	166,500	187,500	1,802,500
575 Police Vehicle & Equipment Replacement	78,000	220,000	160,000	170,000	170,000	180,000	180,000	190,000	190,000	0	1,538,000
297 Geographic Information Systems (GIS)	38,000	83,000	3,500	3,500	73,500	3,500	3,500	3,500	3,500	3,000	218,500
107 Golf Course Club House and Maintenance Buildings	30,000	0	0	0	0	0	0	0	0	0	30,000
335 Thermal Imaging Cameras	30,000	30,000	0	0	0	0	0	0	0	0	60,000
130 Multi-Function Photocopy Machines	21,000	28,000	8,000	39,000	76,000	23,000	35,000	8,000	41,000	39,000	318,000
376 Fire Department Hose & Equipment Replacement	20,000	0	0	25,000	30,000	0	30,000	0	0	0	105,000
573 Fire Department Personnel Protective Equipment	20,000	20,000	25,000	25,000	30,000	30,000	30,000	30,000	0	0	210,000
576 General Facility	20,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	35,000	35,000	315,000
477 Library Equipment Replacement	10,000	0	0	30,000	35,000	0	24,000	0	0	0	99,000
51 White Park	0	0	0	0	0	0	0	0	10,000	0	10,000
52 Keach Park	0	0	0	40,000	0	0	0	0	0	0	40,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R. 06/14/18

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
375 Fire Department Boats	0	0	0	0	0	0	30,000	0	0	0	30,000
521 Police Firearms Range Improvements	0	0	0	0	20,000	0	0	0	0	0	20,000
550 Roundabout Maintenance	0	0	0	75,000	0	0	80,000	0	0	100,000	255,000
551 Library Maintenance	0	0	0	0	10,000	0	0	0	0	0	10,000
555 Handgun Replacement	0	0	0	0	0	0	0	0	50,000	0	50,000
599 Zoning Update	0	0	0	0	60,000	0	0	0	0	0	60,000
600 Impact Fee Ordinance Update	0	0	0	0	0	0	0	0	0	20,000	20,000
601 Design Guidelines Update	0	30,000	0	0	0	0	0	0	0	0	30,000
615 Fiber Review and Replacement	0	0	0	0	0	0	0	25,000	500,000	0	525,000
Total General /Capital Transfer	443,250	605,250	426,000	621,000	701,000	459,000	635,000	475,000	996,000	384,500	5,746,000
<u>General /Capital Close-out</u>											
596 Surface Lots	41,792	0	0	0	0	0	0	0	0	0	41,792
Total General /Capital Close-out	41,792	0	0	0	0	0	0	0	0	0	41,792
<u>General /Highway Reserve</u>											
78 Annual Highway Improvement Program	1,915,000	2,050,000	2,215,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	24,655,000
230 Opticom Replacement	0	15,000	0	15,000	0	15,000	0	20,000	0	20,000	85,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R. 06/14/18

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
518 Bridge and Dam Maintenance / Repairs	0	75,000	75,000	75,000	75,000	100,000	0	0	0	0	400,000
Total General /Highway Reserve	1,915,000	2,140,000	2,290,000	2,465,000	2,625,000	2,825,000	2,710,000	2,730,000	2,710,000	2,730,000	25,140,000

General /Equip Replace Reserve

575 Police Vehicle & Equipment Replacement	72,000	0	0	0	0	0	0	0	0	0	72,000
121 Vehicle & Equipment Replacement Program	30,000	0	0	0	0	0	0	0	0	0	30,000
Total General /Equip Replace Reserve	102,000	0	0	0	0	0	0	0	0	0	102,000

General /Donations

40 Langley Parkway	350,000 *	2,860,400	0	0	0	0	0	0	0	0	3,210,400
543 Merrimack River Greenway Trail Project	200,000 *	0	0	200,000	0	0	1,100,000	0	0	0	1,500,000
478 North Pembroke Road Bridge Replacement	46,000 *	0	0	0	0	0	0	0	0	0	46,000
30 Hoit Road / Whitney Road Intersection Signalization	0	0	0	0	0	0	2,050,000	0	0	0	2,050,000
59 Terrill Park	0	600,000	0	0	0	0	0	0	0	200,000	800,000
60 Kiwanis (Waterfront) Park	0	0	50,000	0	0	0	0	0	0	0	50,000
68 Library	0	0	0	0	0	0	0	0	95,000	970,000	1,065,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R. 06/14/18

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
380 Neighborhood Safety Improvements	0	0	0	25,000	0	0	0	0	0	0	25,000
Total General /Donations	596,000	3,460,400	50,000	225,000	0	0	3,150,000	0	95,000	1,170,000	8,746,400
<u>General /Econ. Dev. Reserve</u>											
502 Whitney Road Extension	35,000	0	0	0	0	0	0	0	0	0	35,000
563 Master Plan Update	0	0	0	30,000	0	0	0	0	0	0	30,000
Total General /Econ. Dev. Reserve	35,000	0	0	30,000	0	0	0	0	0	0	65,000
<u>Other /Tax Increment Financing</u>											
18 Storrs Street Extension, North & South	0	0	7,300,000	0	0	0	0	0	0	0	7,300,000
97 Low Avenue Improvements	0	0	0	0	0	400,000	4,000,000	0	0	0	4,400,000
567 Penacook Riverfront Parks	0	0	1,200,000	0	0	0	0	0	0	0	1,200,000
Total Other /Tax Increment Financing	0	0	8,500,000	0	0	400,000	4,000,000	0	0	0	12,900,000
<u>Other /Federal</u>											
468 Reconstruct Taxiway A & Itinerant Ramp	1,278,000 *	0	0	0	0	0	0	150,000	1,000,000	0	2,428,000
584 Replacement of CAT Transit Bus Vehicles	240,000 *	0	0	0	0	0	0	0	0	0	240,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R. 06/14/18

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
383 New Airport Terminal Building	100,000 *	0	0	0	0	0	0	0	3,150,000	0	3,250,000
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	427,500	0	0	0	427,500
72 Runway Pavement Improvements	0	0	0	0	500,000	2,660,000	2,660,000	0	900,000	0	6,720,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	211,500	0	0	0	0	0	0	630,000	0	841,500
471 Airport Fuel Farm	0	0	0	0	0	0	0	0	0	500,000	500,000
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	205,200	205,200	0	0	0	0	0	0	410,400
506 Historical Surveys	0	35,000	0	0	0	0	0	0	0	0	35,000
534 Tie Down Rehabilitation and Expansion	0	0	0	0	0	0	150,000	675,000	1,080,000	0	1,905,000
563 Master Plan Update	0	0	15,000	0	0	0	0	0	0	0	15,000
572 Airport Master Plan	0	0	0	0	190,000	0	0	0	0	0	190,000
588 Loudon Road Bridge Improvement Project	0	0	0	8,400,000	0	0	0	0	0	0	8,400,000
609 Main Street Sign Panels	0	0	0	18,000	18,000	0	0	0	0	0	36,000
Total Other /Federal	1,618,000	246,500	220,200	8,623,200	708,000	2,660,000	3,237,500	825,000	6,760,000	500,000	25,398,400

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>Other /State</u>											
543 Merrimack River Greenway Trail Project	800,000 *	0	0	800,000	0	0	8,800,000	0	0	0	10,400,000
478 North Pembroke Road Bridge Replacement	184,000 *	0	0	0	0	0	0	0	0	0	184,000
468 Reconstruct Taxiway A & Itinerant Ramp	71,000 *	0	0	0	0	0	0	8,334	55,556	0	134,890
584 Replacement of CAT Transit Bus Vehicles	30,000 *	0	0	0	0	0	0	0	0	0	30,000
383 New Airport Terminal Building	5,556 *	0	0	0	0	0	0	0	175,000	0	180,556
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	23,750	0	0	0	23,750
72 Runway Pavement Improvements	0	0	0	0	27,778	147,778	147,778	0	50,000	0	373,334
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	11,750	0	0	0	0	0	0	35,000	0	46,750
471 Airport Fuel Farm	0	0	0	0	0	0	0	0	0	27,778	27,778
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	11,400	11,400	0	0	0	0	0	0	22,800
534 Tie Down Rehabilitation and Expansion	0	0	0	0	0	0	8,334	37,500	60,000	0	105,834
571 I-393/Horseshoe Pond Drainage Improvements	0	0	500,000	0	0	0	0	0	0	0	500,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
572 Airport Master Plan	0	0	0	0	10,554	0	0	0	0	0	10,554
602 Iron Works Road Bridge Replacement Project	0	0	0	0	0	0	0	1,600,000	0	0	1,600,000
603 Washington Street Bridge Replacement Project	0	0	0	0	0	0	0	0	1,600,000	0	1,600,000
Total Other /State	1,090,556	11,750	511,400	811,400	38,332	147,778	8,979,862	1,645,834	1,975,556	27,778	15,240,246
<u>Parking /G.O. Bonds</u>											
432 North State Street Parking Garage (Formerly Firehouse Block)	100,000	25,000	3,020,000	0	0	0	0	0	0	0	3,145,000
529 Storrs Street Parking Garage (Formerly Capital Commons)	95,000	470,000	0	0	0	0	370,000	0	0	900,000	1,835,000
403 Parking Division Vehicle Replacement Program	70,000	45,000	0	45,000	0	0	0	0	0	55,000	215,000
595 Parking Meters	40,000	205,000	305,000	245,000	0	0	0	0	0	0	795,000
596 Surface Lots	25,000	0	390,000	0	500,000	0	0	0	185,000	0	1,100,000
433 School Street Parking Garage (Formerly Durgin Block)	0	62,500	0	0	0	0	585,000	0	0	0	647,500
597 Parking Beacons	0	0	0	0	150,000	0	0	0	0	0	150,000
Total Parking /G.O. Bonds	330,000	807,500	3,715,000	290,000	650,000	0	955,000	0	185,000	955,000	7,887,500

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>Parking /Capital Transfer</u>											
616 Parking Division Technology	25,000	0	0	0	58,000	30,000	0	0	0	0	113,000
595 Parking Meters	5,000	6,000	7,000	14,500	8,000	8,000	9,000	9,000	10,000	10,000	86,500
597 Parking Beacons	0	0	0	0	0	10,000	10,000	10,000	10,000	10,000	50,000
Total Parking /Capital Transfer	30,000	6,000	7,000	14,500	66,000	48,000	19,000	19,000	20,000	20,000	249,500
<u>Arena /G.O. Bonds</u>											
64 Arena Improvements	0	0	175,000	175,000	85,000	650,000	100,000	0	0	0	1,185,000
Total Arena /G.O. Bonds	0	0	175,000	175,000	85,000	650,000	100,000	0	0	0	1,185,000
<u>Arena /Capital Transfer</u>											
64 Arena Improvements	32,100	0	0	0	0	0	0	0	0	0	32,100
Total Arena /Capital Transfer	32,100	0	0	0	0	0	0	0	0	0	32,100
<u>Golf /G.O. Bonds</u>											
530 Golf Course Equipment	75,000	90,000	60,000	0	30,000	30,000	60,000	0	0	0	345,000
107 Golf Course Club House and Maintenance Buildings	0	0	0	60,000	0	10,000	0	0	10,000	0	80,000
235 Golf Course Grounds Improvements	0	0	75,000	65,000	80,000	60,000	60,000	50,000	0	0	390,000
Total Golf /G.O. Bonds	75,000	90,000	135,000	125,000	110,000	100,000	120,000	50,000	10,000	0	815,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>Golf /Capital Transfer</u>											
107 Golf Course Club House and Maintenance Buildings	0	0	25,000	0	0	0	0	0	0	0	25,000
Total Golf /Capital Transfer	0	0	25,000	0	0	0	0	0	0	0	25,000
<u>Airport /G.O. Bonds</u>											
468 Reconstruct Taxiway A & Itinerant Ramp	63,510 *	0	0	0	0	0	0	0	0	0	63,510
72 Runway Pavement Improvements	0	0	0	0	0	147,778	147,778	0	50,000	0	345,556
75 General Airport Repairs	0	0	0	60,000	0	30,000	0	0	0	0	90,000
383 New Airport Terminal Building	0	0	0	0	0	0	0	0	175,000	0	175,000
Total Airport /G.O. Bonds	63,510	0	0	60,000	0	177,778	147,778	0	225,000	0	674,066
<u>Airport /Capital Transfer</u>											
75 General Airport Repairs	20,000	0	15,000	0	25,000	0	10,000	10,000	10,000	0	90,000
383 New Airport Terminal Building	5,556	0	0	0	0	0	0	0	0	0	5,556
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	23,750	0	0	0	23,750
72 Runway Pavement Improvements	0	0	0	0	27,778	0	0	0	0	0	27,778

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	11,750	0	0	0	0	0	0	35,000	0	46,750
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	0	0	0	8,334	8,556	0	16,890
471 Airport Fuel Farm	0	0	0	0	0	0	0	0	0	27,778	27,778
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	11,400	11,400	0	0	0	0	0	0	22,800
534 Tie Down Rehabilitation and Expansion	0	0	0	0	0	0	8,334	37,500	60,000	0	105,834
572 Airport Master Plan	0	0	0	0	10,554	0	0	0	0	0	10,554
Total Airport /Capital Transfer	25,556	11,750	26,400	11,400	63,332	0	42,084	55,834	113,556	27,778	377,690
<u>Airport /Capital Close-out</u>											
468 Reconstruct Taxiway A & Itinerant Ramp	7,491	0	0	0	0	0	0	0	0	0	7,491
Total Airport /Capital Close-out	7,491	0	0	0	0	0	0	0	0	0	7,491
<u>Water /G.O. Bonds</u>											
85 Water Main Replacement	1,170,000	700,000	900,000	790,000	825,000	0	0	0	0	0	4,385,000
121 Vehicle & Equipment Replacement Program	157,000	95,000	290,000	160,000	0	100,000	110,000	60,000	60,000	215,000	1,247,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
323 Combined Operations & Maintenance Facility (COMF) Improvements	142,500	142,500	67,500	35,000	120,000	15,000	50,000	0	0	0	572,500
88 Water Plant Improvements	100,000	2,750,000	0	100,000	250,000	100,000	230,000	150,000	400,000	0	4,080,000
372 Water System Pump Station Improvements	100,000	0	0	0	0	1,200,000	0	0	0	0	1,300,000
482 Water System Asset Management	90,000	0	0	0	0	0	90,000	0	0	0	180,000
36 Manchester Street / Route 3 South	0	0	0	110,000	0	0	0	0	0	0	110,000
84 Water Main Cleaning & Lining	0	0	0	0	0	475,000	0	250,000	0	800,000	1,525,000
86 Water Main Construction	0	0	575,000	1,000,000	0	0	0	0	0	0	1,575,000
114 Penacook Lake Dam and Spillway Rehabilitation	0	175,000	0	0	250,000	0	0	0	0	0	425,000
321 Water System Master Plan & Implementation	0	90,000	0	50,000	0	0	0	40,000	0	0	180,000
345 Water Supply Well Field Maintenance	0	0	150,000	0	1,500,000	0	0	0	0	0	1,650,000
347 Water Storage Tank Repairs	0	0	0	50,000	0	75,000	40,000	150,000	55,000	0	370,000
451 Leak Detection	0	0	10,000	0	0	0	0	10,000	0	0	20,000
Total Water /G.O. Bonds	1,759,500	3,952,500	1,992,500	2,295,000	2,945,000	1,965,000	520,000	660,000	515,000	1,015,000	17,619,500

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>Water /Capital Outlay</u>											
448 Hydrant and Valve Replacement Program	63,000	63,000	65,000	68,000	72,000	77,000	85,000	89,000	95,000	100,000	777,000
254 Water System Emergency/Unanticipated Equipment Replacement	56,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000	76,000	668,000
Total Water /Capital Outlay	119,000	123,000	127,000	132,000	138,000	145,000	155,000	161,000	169,000	176,000	1,445,000
<u>Water /Capital Transfer</u>											
244 Water Meter Replacement Program	125,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	175,000	175,000	1,350,000
2 Information Technology Hardware & Software Replacement	29,375	27,375	23,250	17,250	27,750	31,250	31,250	17,250	27,750	31,250	263,750
88 Water Plant Improvements	18,000	30,000	0	0	0	0	0	0	0	0	48,000
124 Water System SCADA Improvements	0	30,000	0	30,000	0	30,000	0	30,000	0	30,000	150,000
297 Geographic Information Systems (GIS)	0	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	30,500
Total Water /Capital Transfer	172,375	190,375	126,750	175,750	156,250	189,750	184,750	200,750	206,250	239,250	1,842,250
<u>Water /Capital Close-out</u>											
85 Water Main Replacement	34,155	0	0	0	0	0	0	0	0	0	34,155
Total Water /Capital Close-out	34,155	0	0	0	0	0	0	0	0	0	34,155

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>Sewer /G.O. Bonds</u>											
104 Hall Street Waste Water Treatment Plant Improvements	1,880,000	1,685,000	1,990,000	4,045,000	1,550,000	800,000	575,000	2,375,000	17,275,000	2,125,000	34,300,000
89 Hall Street Waste Water Treatment Plant Odor Control	500,000	0	0	0	0	100,000	0	0	450,000	7,100,000	8,150,000
91 Sewer Main Rehabilitation and Construction	250,000	0	910,000	0	225,000	450,000	0	0	0	0	1,835,000
466 Penacook Waste Water Treatment Plant Improvements	200,000	75,000	155,000	942,500	600,000	160,000	0	250,000	2,100,000	165,000	4,647,500
121 Vehicle & Equipment Replacement Program	156,000	185,000	190,000	160,000	450,000	342,000	75,000	160,000	100,000	137,000	1,955,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	142,500	142,500	67,500	35,000	120,000	15,000	50,000	0	0	0	572,500
36 Manchester Street / Route 3 South	0	0	0	170,000	0	0	0	0	0	0	170,000
275 Sewer Pump Station Improvements	0	107,500	440,000	85,000	100,000	900,000	130,000	50,000	0	0	1,812,500
410 Sewer Video Inspection Equipment	0	0	0	80,000	0	0	0	0	0	0	80,000
502 Whitney Road Extension	0	0	0	0	0	0	525,000	0	0	0	525,000
Total Sewer /G.O. Bonds	3,128,500	2,195,000	3,752,500	5,517,500	3,045,000	2,767,000	1,355,000	2,835,000	19,925,000	9,527,000	54,047,500

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>Sewer /Capital Outlay</u>											
245 Emergency Sewage Treatment Plant Repairs	58,000	61,500	63,500	65,500	67,500	70,000	71,500	74,000	76,500	79,000	687,000
Total Sewer /Capital Outlay	58,000	61,500	63,500	65,500	67,500	70,000	71,500	74,000	76,500	79,000	687,000
<u>Sewer /Capital Transfer</u>											
91 Sewer Main Rehabilitation and Construction	40,000	50,000	40,000	60,000	130,000	40,000	40,000	40,000	0	0	440,000
2 Information Technology Hardware & Software Replacement	29,375	27,375	23,250	17,250	27,750	31,250	31,250	17,250	27,750	31,250	263,750
466 Penacook Waste Water Treatment Plant Improvements	25,000	0	0	20,000	0	0	0	0	0	0	45,000
104 Hall Street Waste Water Treatment Plant Improvements	0	0	0	0	15,000	0	0	0	0	0	15,000
297 Geographic Information Systems (GIS)	0	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	30,500
410 Sewer Video Inspection Equipment	0	0	0	0	0	0	0	0	20,000	0	20,000
Total Sewer /Capital Transfer	94,375	80,375	66,750	100,750	176,250	74,750	74,750	60,750	51,250	34,250	814,250

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION											
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>Sewer /Capital Close-out</u>											
104 Hall Street Waste Water Treatment Plant Improvements	606,357	0	0	0	0	0	0	0	0	0	606,357
410 Sewer Video Inspection Equipment	21,457	0	0	0	0	0	0	0	0	0	21,457
Total Sewer /Capital Close-out	627,814	0	0	0	0	0	0	0	0	0	627,814
<u>Sewer /Mountain Green Reserve</u>											
275 Sewer Pump Station Improvements	0	0	20,000	50,000	300,000	0	0	0	0	0	370,000
Total Sewer /Mountain Green Reserve	0	0	20,000	50,000	300,000	0	0	0	0	0	370,000
<u>Solid Waste /Capital Transfer</u>											
447 Landfill Soil Vapor Extraction Systems	10,000	0	0	0	0	0	0	10,000	10,000	10,000	40,000
Total Solid Waste /Capital Transfer	10,000	0	0	0	0	0	0	10,000	10,000	10,000	40,000
<u>Solid Waste /G.O. Bonds</u>											
447 Landfill Soil Vapor Extraction Systems	0	0	125,000	45,000	0	0	0	0	0	0	170,000
Total Solid Waste /G.O. Bonds	0	0	125,000	45,000	0	0	0	0	0	0	170,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>General /Impact Fees Rec Dist 1</u>											
515 Golf Course Winter Recreation Improvements	0	0	0	0	0	0	0	0	25,000	0	25,000
Total General /Impact Fees Rec Dist 1	0	0	0	0	0	0	0	0	25,000	0	25,000
<u>General /Impact Fees Traf Dist 1</u>											
30 Hoit Road / Whitney Road Intersection Signalization	0	0	0	0	0	0	200,000	0	0	0	200,000
502 Whitney Road Extension	0	14,790	0	0	0	0	0	0	0	0	14,790
Total General /Impact Fees Traf Dist 1	0	14,790	0	0	0	0	200,000	0	0	0	214,790
<u>General /Impact Fees Traf Dist 2</u>											
502 Whitney Road Extension	0	26,378	0	0	0	0	0	0	0	0	26,378
Total General /Impact Fees Traf Dist 2	0	26,378	0	0	0	0	0	0	0	0	26,378
<u>General /Impact Fees Traf Dist 3</u>											
31 Broadway / West Street Intersection (McKee Square) Signalization	0	0	0	0	0	0	0	0	200,000	0	200,000
Total General /Impact Fees Traf Dist 3	0	0	0	0	0	0	0	0	200,000	0	200,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>General /Impact Fees Traf Dist 4</u>											
519 Manchester Street/Old Turnpike Road Intersection Improvements	0	0	0	0	0	0	85,000	0	0	0	85,000
541 Regional Drive/Chenell Drive Intersection Improvements	0	0	0	0	0	0	150,000	0	0	0	150,000
Total General /Impact Fees Traf Dist 4	0	0	0	0	0	0	235,000	0	0	0	235,000
Grand Total	17,656,974	25,285,468	29,523,000	43,484,000	19,933,664	18,934,056	45,259,224	18,006,168	54,400,112	40,310,556	312,793,222

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R. 06/14/18

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>Airport</u>											
71 Runway Protection Zones: Property Acquisition											
Airport Capital Transfer	0	0	0	0	0	0	23,750	0	0	0	23,750
Other Federal	0	0	0	0	0	0	427,500	0	0	0	427,500
Other State	0	0	0	0	0	0	23,750	0	0	0	23,750
Subtotal	0	0	0	0	0	0	475,000	0	0	0	475,000
72 Runway Pavement Improvements											
Airport Capital Transfer	0	0	0	0	27,778	0	0	0	0	0	27,778
Airport G.O. Bonds	0	0	0	0	0	147,778	147,778	0	50,000	0	345,556
Other Federal	0	0	0	0	500,000	2,660,000	2,660,000	0	900,000	0	6,720,000
Other State	0	0	0	0	27,778	147,778	147,778	0	50,000	0	373,334
Subtotal	0	0	0	0	555,556	2,955,556	2,955,556	0	1,000,000	0	7,466,668
75 General Airport Repairs											
Airport Capital Transfer	20,000	0	15,000	0	25,000	0	10,000	10,000	10,000	0	90,000
Airport G.O. Bonds	0	0	0	60,000	0	30,000	0	0	0	0	90,000
Subtotal	20,000	0	15,000	60,000	25,000	30,000	10,000	10,000	10,000	0	180,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility											
Airport Capital Transfer	0	11,750	0	0	0	0	0	0	35,000	0	46,750
Other Federal	0	211,500	0	0	0	0	0	0	630,000	0	841,500
Other State	0	11,750	0	0	0	0	0	0	35,000	0	46,750
Subtotal	0	235,000	0	0	0	0	0	0	700,000	0	935,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
383 New Airport Terminal Building											
Airport Capital Transfer	5,556	0	0	0	0	0	0	0	0	0	5,556
Airport G.O. Bonds	0	0	0	0	0	0	0	0	175,000	0	175,000
Other Federal	100,000 *	0	0	0	0	0	0	0	3,150,000	0	3,250,000
Other State	5,556 *	0	0	0	0	0	0	0	175,000	0	180,556
Subtotal	111,112	0	0	0	0	0	0	0	3,500,000	0	3,611,112
468 Reconstruct Taxiway A & Itinerant Ramp											
Airport Capital Close-out	7,491	0	0	0	0	0	0	0	0	0	7,491
Airport Capital Transfer	0	0	0	0	0	0	0	8,334	8,556	0	16,890
Airport G.O. Bonds	63,510 *	0	0	0	0	0	0	0	0	0	63,510
Other Federal	1,278,000 *	0	0	0	0	0	0	150,000	1,000,000	0	2,428,000
Other State	71,000 *	0	0	0	0	0	0	8,334	55,556	0	134,890
Subtotal	1,420,001	0	0	0	0	0	0	166,668	1,064,112	0	2,650,781
471 Airport Fuel Farm											
Airport Capital Transfer	0	0	0	0	0	0	0	0	0	27,778	27,778
Other Federal	0	0	0	0	0	0	0	0	0	500,000	500,000
Other State	0	0	0	0	0	0	0	0	0	27,778	27,778
Subtotal	0	0	0	0	0	0	0	0	0	555,556	555,556
492 Runway Protection Zone (RPZ) Obstruction Removal											
Airport Capital Transfer	0	0	11,400	11,400	0	0	0	0	0	0	22,800
Other Federal	0	0	205,200	205,200	0	0	0	0	0	0	410,400
Other State	0	0	11,400	11,400	0	0	0	0	0	0	22,800
Subtotal	0	0	228,000	228,000	0	0	0	0	0	0	456,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
534 Tie Down Rehabilitation and Expansion											
Airport Capital Transfer	0	0	0	0	0	0	8,334	37,500	60,000	0	105,834
Other Federal	0	0	0	0	0	0	150,000	675,000	1,080,000	0	1,905,000
Other State	0	0	0	0	0	0	8,334	37,500	60,000	0	105,834
Subtotal	0	0	0	0	0	0	166,668	750,000	1,200,000	0	2,116,668
572 Airport Master Plan											
Airport Capital Transfer	0	0	0	0	10,554	0	0	0	0	0	10,554
Other Federal	0	0	0	0	190,000	0	0	0	0	0	190,000
Other State	0	0	0	0	10,554	0	0	0	0	0	10,554
Subtotal	0	0	0	0	211,108	0	0	0	0	0	211,108
Total Airport	1,551,113	235,000	243,000	288,000	791,664	2,985,556	3,607,224	926,668	7,474,112	555,556	18,657,893
<u>Arena</u>											
64 Arena Improvements											
Arena Capital Transfer	32,100	0	0	0	0	0	0	0	0	0	32,100
Arena G.O. Bonds	0	0	175,000	175,000	85,000	650,000	100,000	0	0	0	1,185,000
General G.O. Bonds	0	0	0	1,025,000	0	0	0	0	0	0	1,025,000
Subtotal	32,100	0	175,000	1,200,000	85,000	650,000	100,000	0	0	0	2,242,100
Total Arena	32,100	0	175,000	1,200,000	85,000	650,000	100,000	0	0	0	2,242,100

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>Bridges</u>											
478 North Pembroke Road Bridge Replacement											
General Donations	46,000 *	0	0	0	0	0	0	0	0	0	46,000
Other State	184,000 *	0	0	0	0	0	0	0	0	0	184,000
Subtotal	230,000	0	0	0	0	0	0	0	0	0	230,000
518 Bridge and Dam Maintenance / Repairs											
General G.O. Bonds	25,000	250,000	0	0	0	0	0	0	0	0	275,000
General Highway Reserve	0	75,000	75,000	75,000	75,000	100,000	0	0	0	0	400,000
Subtotal	25,000	325,000	75,000	75,000	75,000	100,000	0	0	0	0	675,000
588 Loudon Road Bridge Improvement Project											
General G.O. Bonds	0	0	0	2,100,000	0	0	0	0	0	0	2,100,000
Other Federal	0	0	0	8,400,000	0	0	0	0	0	0	8,400,000
Subtotal	0	0	0	10,500,000	0	0	0	0	0	0	10,500,000
602 Iron Works Road Bridge Replacement Project											
General G.O. Bonds	0	0	0	0	0	0	0	400,000	0	0	400,000
Other State	0	0	0	0	0	0	0	1,600,000	0	0	1,600,000
Subtotal	0	0	0	0	0	0	0	2,000,000	0	0	2,000,000
603 Washington Street Bridge Replacement Project											
General G.O. Bonds	0	0	0	0	0	0	0	0	400,000	0	400,000
Other State	0	0	0	0	0	0	0	0	1,600,000	0	1,600,000
Subtotal	0	0	0	0	0	0	0	0	2,000,000	0	2,000,000
Total Bridges	255,000	325,000	75,000	10,575,000	75,000	100,000	0	2,000,000	2,000,000	0	15,405,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>Cemeteries</u>											
587 Cemetery Improvements											
General G.O. Bonds	105,000	110,000	130,000	70,000	170,000	0	0	425,000	35,000	0	1,045,000
Subtotal	105,000	110,000	130,000	70,000	170,000	0	0	425,000	35,000	0	1,045,000
Total Cemeteries	105,000	110,000	130,000	70,000	170,000	0	0	425,000	35,000	0	1,045,000
<u>Community Planning/Implementation</u>											
506 Historical Surveys											
Other Federal	0	35,000	0	0	0	0	0	0	0	0	35,000
Subtotal	0	35,000	0	0	0	0	0	0	0	0	35,000
563 Master Plan Update											
General Econ. Dev. Reserve	0	0	0	30,000	0	0	0	0	0	0	30,000
General G.O. Bonds	0	0	80,000	125,000	0	0	0	0	0	0	205,000
Other Federal	0	0	15,000	0	0	0	0	0	0	0	15,000
Subtotal	0	0	95,000	155,000	0	0	0	0	0	0	250,000
599 Zoning Update											
General Capital Transfer	0	0	0	0	60,000	0	0	0	0	0	60,000
General G.O. Bonds	100,000	0	0	0	0	0	0	0	0	0	100,000
Subtotal	100,000	0	0	0	60,000	0	0	0	0	0	160,000
601 Design Guidelines Update											
General Capital Transfer	0	30,000	0	0	0	0	0	0	0	0	30,000
Subtotal	0	30,000	0	0	0	0	0	0	0	0	30,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
609 Main Street Sign Panels											
Other Federal	0	0	0	18,000	18,000	0	0	0	0	0	36,000
Subtotal	0	0	0	18,000	18,000	0	0	0	0	0	36,000
Total Community Planning/Implementation	100,000	65,000	95,000	173,000	78,000	0	0	0	0	0	511,000
<u>Downtown</u>											
97 Low Avenue Improvements											
Other Tax Increment Financing	0	0	0	0	0	400,000	4,000,000	0	0	0	4,400,000
Subtotal	0	0	0	0	0	400,000	4,000,000	0	0	0	4,400,000
579 Downtown Squares											
General G.O. Bonds	40,000	20,000	90,000	25,000	20,000	0	0	0	600,000	0	795,000
Subtotal	40,000	20,000	90,000	25,000	20,000	0	0	0	600,000	0	795,000
589 Downtown Corridor Streetscape Improvement Project											
General G.O. Bonds	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	3,920,000
Subtotal	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	3,920,000
590 Downtown Civic District Sidewalk Replacement											
General G.O. Bonds	0	0	750,000	0	0	0	0	0	0	0	750,000
Subtotal	0	0	750,000	0	0	0	0	0	0	0	750,000
Total Downtown	40,000	20,000	1,290,000	645,000	870,000	1,010,000	4,450,000	360,000	800,000	380,000	9,865,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>Fire Vehicles</u>											
4 Fire Department Vehicle Replacement											
General G.O. Bonds	510,000	105,000	700,000	1,315,000	1,500,000	475,000	1,445,000	920,000	795,000	100,000	7,865,000
Subtotal	510,000	105,000	700,000	1,315,000	1,500,000	475,000	1,445,000	920,000	795,000	100,000	7,865,000
Total Fire Vehicles	510,000	105,000	700,000	1,315,000	1,500,000	475,000	1,445,000	920,000	795,000	100,000	7,865,000
<u>Golf</u>											
107 Golf Course Club House and Maintenance Buildings											
General Capital Transfer	30,000	0	0	0	0	0	0	0	0	0	30,000
General G.O. Bonds	100,000	0	45,000	0	0	0	0	0	100,000	2,850,000	3,095,000
Golf Capital Transfer	0	0	25,000	0	0	0	0	0	0	0	25,000
Golf G.O. Bonds	0	0	0	60,000	0	10,000	0	0	10,000	0	80,000
Subtotal	130,000	0	70,000	60,000	0	10,000	0	0	110,000	2,850,000	3,230,000
235 Golf Course Grounds Improvements											
General G.O. Bonds	310,000	310,000	285,000	285,000	325,000	0	0	0	0	0	1,515,000
Golf G.O. Bonds	0	0	75,000	65,000	80,000	60,000	60,000	50,000	0	0	390,000
Subtotal	310,000	310,000	360,000	350,000	405,000	60,000	60,000	50,000	0	0	1,905,000
530 Golf Course Equipment											
Golf G.O. Bonds	75,000	90,000	60,000	0	30,000	30,000	60,000	0	0	0	345,000
Subtotal	75,000	90,000	60,000	0	30,000	30,000	60,000	0	0	0	345,000
Total Golf	515,000	400,000	490,000	410,000	435,000	100,000	120,000	50,000	110,000	2,850,000	5,480,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R. 06/14/18

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>GSD Vehicles</u>											
121 Vehicle & Equipment Replacement Program											
General Equip Replace Reserve	30,000	0	0	0	0	0	0	0	0	0	30,000
General G.O. Bonds	655,000	698,000	724,000	723,000	720,000	705,000	685,000	765,000	790,000	1,121,000	7,586,000
Sewer G.O. Bonds	156,000	185,000	190,000	160,000	450,000	342,000	75,000	160,000	100,000	137,000	1,955,000
Water G.O. Bonds	157,000	95,000	290,000	160,000	0	100,000	110,000	60,000	60,000	215,000	1,247,000
Subtotal	998,000	978,000	1,204,000	1,043,000	1,170,000	1,147,000	870,000	985,000	950,000	1,473,000	10,818,000
512 Emergency Vehicle Repairs											
General Capital Outlay	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	190,000
Subtotal	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	190,000
Total GSD Vehicles	1,008,000	998,000	1,224,000	1,063,000	1,190,000	1,167,000	890,000	1,005,000	970,000	1,493,000	11,008,000
<u>Information Technology & Communications</u>											
2 Information Technology Hardware & Software Replacement											
General Capital Transfer	176,250	164,250	199,500	183,500	166,500	187,500	187,500	183,500	166,500	187,500	1,802,500
Sewer Capital Transfer	29,375	27,375	23,250	17,250	27,750	31,250	31,250	17,250	27,750	31,250	263,750
Water Capital Transfer	29,375	27,375	23,250	17,250	27,750	31,250	31,250	17,250	27,750	31,250	263,750
Subtotal	235,000	219,000	246,000	218,000	222,000	250,000	250,000	218,000	222,000	250,000	2,330,000
130 Multi-Function Photocopy Machines											
General Capital Transfer	21,000	28,000	8,000	39,000	76,000	23,000	35,000	8,000	41,000	39,000	318,000
Subtotal	21,000	28,000	8,000	39,000	76,000	23,000	35,000	8,000	41,000	39,000	318,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
297 Geographic Information Systems (GIS)											
General Capital Transfer	38,000	83,000	3,500	3,500	73,500	3,500	3,500	3,500	3,500	3,000	218,500
General G.O. Bonds	78,000	150,000	0	0	0	0	0	0	0	0	228,000
Sewer Capital Transfer	0	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	30,500
Water Capital Transfer	0	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	30,500
Subtotal	116,000	239,000	10,500	10,500	80,500	10,500	10,500	10,500	10,500	9,000	507,500
477 Library Equipment Replacement											
General Capital Transfer	10,000	0	0	30,000	35,000	0	24,000	0	0	0	99,000
Subtotal	10,000	0	0	30,000	35,000	0	24,000	0	0	0	99,000
574 Development Permitting Software											
General G.O. Bonds	200,000	0	0	0	0	0	0	0	0	0	200,000
Subtotal	200,000	0	0	0	0	0	0	0	0	0	200,000
612 Assessing Software Upgrade and Data Conversion											
General G.O. Bonds	40,000	0	0	0	0	0	0	0	0	0	40,000
Subtotal	40,000	0	0	0	0	0	0	0	0	0	40,000
615 Fiber Review and Replacement											
General Capital Transfer	0	0	0	0	0	0	0	25,000	500,000	0	525,000
Subtotal	0	0	0	0	0	0	0	25,000	500,000	0	525,000
Total Information Technology & Communications	622,000	486,000	264,500	297,500	413,500	283,500	319,500	261,500	773,500	298,000	4,019,500

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>Intersections</u>											
30 Hoit Road / Whitney Road Intersection Signalization											
General Donations	0	0	0	0	0	0	2,050,000	0	0	0	2,050,000
General Impact Fees Traf Dist 1	0	0	0	0	0	0	200,000	0	0	0	200,000
Subtotal	0	0	0	0	0	0	2,250,000	0	0	0	2,250,000
31 Broadway / West Street Intersection (McKee Square) Signalization											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	1,800,000	1,800,000
General Impact Fees Traf Dist 3	0	0	0	0	0	0	0	0	200,000	0	200,000
Subtotal	0	0	0	0	0	0	0	0	200,000	1,800,000	2,000,000
34 North Main Street / Storrs Street Intersection Signalization											
General G.O. Bonds	0	0	400,000	0	0	0	0	0	0	0	400,000
Subtotal	0	0	400,000	0	0	0	0	0	0	0	400,000
283 Traffic Signals and Traffic Operations Improvements											
General G.O. Bonds	55,000	30,000	30,000	42,000	205,000	30,000	30,000	230,000	30,000	30,000	712,000
Subtotal	55,000	30,000	30,000	42,000	205,000	30,000	30,000	230,000	30,000	30,000	712,000
519 Manchester Street/Old Turnpike Road Intersection Improvements											
General G.O. Bonds	0	0	0	0	0	0	415,000	0	0	0	415,000
General Impact Fees Traf Dist 4	0	0	0	0	0	0	85,000	0	0	0	85,000
Subtotal	0	0	0	0	0	0	500,000	0	0	0	500,000
520 Intersection Safety Improvements											
General G.O. Bonds	0	0	0	0	0	50,000	100,000	150,000	0	0	300,000
Subtotal	0	0	0	0	0	50,000	100,000	150,000	0	0	300,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
541 Regional Drive/Chenell Drive Intersection Improvements											
General G.O. Bonds	0	0	0	0	0	0	0	850,000	0	0	850,000
General Impact Fees Traf Dist 4	0	0	0	0	0	0	150,000	0	0	0	150,000
Subtotal	0	0	0	0	0	0	150,000	850,000	0	0	1,000,000
550 Roundabout Maintenance											
General Capital Transfer	0	0	0	75,000	0	0	80,000	0	0	100,000	255,000
Subtotal	0	0	0	75,000	0	0	80,000	0	0	100,000	255,000
570 Pleasant/Warren/Fruit Intersection Improvements											
General G.O. Bonds	0	0	0	0	0	0	1,500,000	0	0	0	1,500,000
Subtotal	0	0	0	0	0	0	1,500,000	0	0	0	1,500,000
Total Intersections	55,000	30,000	430,000	117,000	205,000	80,000	4,610,000	1,230,000	230,000	1,930,000	8,917,000
<u>Other Vehicles</u>											
569 Parks and Cemeteries Small Turf Equipment											
General G.O. Bonds	40,000	59,000	21,000	36,000	66,000	52,000	67,000	34,000	33,000	39,000	447,000
Subtotal	40,000	59,000	21,000	36,000	66,000	52,000	67,000	34,000	33,000	39,000	447,000
575 Police Vehicle & Equipment Replacement											
General Capital Transfer	78,000	220,000	160,000	170,000	170,000	180,000	180,000	190,000	190,000	0	1,538,000
General Equip Replace Reserve	72,000	0	0	0	0	0	0	0	0	0	72,000
General G.O. Bonds	0	150,000	0	0	0	0	0	0	0	0	150,000
Subtotal	150,000	370,000	160,000	170,000	170,000	180,000	180,000	190,000	190,000	0	1,760,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
584 Replacement of CAT Transit Bus Vehicles											
General G.O. Bonds	30,000 *	0	0	0	0	0	0	0	0	0	30,000
Other Federal	240,000 *	0	0	0	0	0	0	0	0	0	240,000
Other State	30,000 *	0	0	0	0	0	0	0	0	0	30,000
Subtotal	300,000	0	0	0	0	0	0	0	0	0	300,000
Total Other Vehicles	490,000	429,000	181,000	206,000	236,000	232,000	247,000	224,000	223,000	39,000	2,507,000
<u>Parking</u>											
403 Parking Division Vehicle Replacement Program											
Parking G.O. Bonds	70,000	45,000	0	45,000	0	0	0	0	0	55,000	215,000
Subtotal	70,000	45,000	0	45,000	0	0	0	0	0	55,000	215,000
432 North State Street Parking Garage (Formerly Firehouse Block)											
Parking G.O. Bonds	100,000	25,000	3,020,000	0	0	0	0	0	0	0	3,145,000
Subtotal	100,000	25,000	3,020,000	0	0	0	0	0	0	0	3,145,000
433 School Street Parking Garage (Formerly Durgin Block)											
Parking G.O. Bonds	0	62,500	0	0	0	0	585,000	0	0	0	647,500
Subtotal	0	62,500	0	0	0	0	585,000	0	0	0	647,500
529 Storrs Street Parking Garage (Formerly Capital Commons)											
Parking G.O. Bonds	95,000	470,000	0	0	0	0	370,000	0	0	900,000	1,835,000
Subtotal	95,000	470,000	0	0	0	0	370,000	0	0	900,000	1,835,000
595 Parking Meters											
Parking Capital Transfer	5,000	6,000	7,000	14,500	8,000	8,000	9,000	9,000	10,000	10,000	86,500
Parking G.O. Bonds	40,000	205,000	305,000	245,000	0	0	0	0	0	0	795,000
Subtotal	45,000	211,000	312,000	259,500	8,000	8,000	9,000	9,000	10,000	10,000	881,500

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
596 Surface Lots											
General Capital Close-out	41,792	0	0	0	0	0	0	0	0	0	41,792
Parking G.O. Bonds	25,000	0	390,000	0	500,000	0	0	0	185,000	0	1,100,000
Subtotal	66,792	0	390,000	0	500,000	0	0	0	185,000	0	1,141,792
597 Parking Beacons											
Parking Capital Transfer	0	0	0	0	0	10,000	10,000	10,000	10,000	10,000	50,000
Parking G.O. Bonds	0	0	0	0	150,000	0	0	0	0	0	150,000
Subtotal	0	0	0	0	150,000	10,000	10,000	10,000	10,000	10,000	200,000
616 Parking Division Technology											
Parking Capital Transfer	25,000	0	0	0	58,000	30,000	0	0	0	0	113,000
Subtotal	25,000	0	0	0	58,000	30,000	0	0	0	0	113,000
Total Parking	401,792	813,500	3,722,000	304,500	716,000	48,000	974,000	19,000	205,000	975,000	8,178,792
<u>Parks and Open Space</u>											
51 White Park											
General Capital Transfer	0	0	0	0	0	0	0	0	10,000	0	10,000
General G.O. Bonds	30,000	45,000	185,000	250,000	50,000	85,000	0	0	0	25,000	670,000
Subtotal	30,000	45,000	185,000	250,000	50,000	85,000	0	0	10,000	25,000	680,000
52 Keach Park											
General Capital Transfer	0	0	0	40,000	0	0	0	0	0	0	40,000
General G.O. Bonds	60,000	0	0	500,000	0	0	20,000	620,000	0	93,000	1,293,000
Subtotal	60,000	0	0	540,000	0	0	20,000	620,000	0	93,000	1,333,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
54 Russell Martin Park											
General G.O. Bonds	0	0	0	0	625,000	0	700,000	0	200,000	0	1,525,000
Subtotal	0	0	0	0	625,000	0	700,000	0	200,000	0	1,525,000
55 Rolfe Park											
General G.O. Bonds	60,000	13,000	70,000	120,000	60,000	0	0	200,000	20,000	0	543,000
Subtotal	60,000	13,000	70,000	120,000	60,000	0	0	200,000	20,000	0	543,000
56 Rollins Park											
General G.O. Bonds	70,000	80,000	230,000	0	0	0	200,000	175,000	14,000	0	769,000
Subtotal	70,000	80,000	230,000	0	0	0	200,000	175,000	14,000	0	769,000
57 Gustaf H. Lehtinen Park/Hero's Bridge											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	110,000	110,000
Subtotal	0	0	0	0	0	0	0	0	0	110,000	110,000
59 Terrill Park											
General Donations	0	600,000	0	0	0	0	0	0	0	200,000	800,000
General G.O. Bonds	0	1,600,000	0	700,000	0	0	400,000	0	0	0	2,700,000
Subtotal	0	2,200,000	0	700,000	0	0	400,000	0	0	200,000	3,500,000
60 Kiwanis (Waterfront) Park											
General Donations	0	0	50,000	0	0	0	0	0	0	0	50,000
General G.O. Bonds	0	120,000	350,000	450,000	400,000	0	0	0	0	0	1,320,000
Subtotal	0	120,000	400,000	450,000	400,000	0	0	0	0	0	1,370,000
358 Garrison Park											
General G.O. Bonds	0	0	100,000	45,000	0	0	100,000	0	100,000	0	345,000
Subtotal	0	0	100,000	45,000	0	0	100,000	0	100,000	0	345,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R. 06/14/18

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
359 Merrill Park											
General G.O. Bonds	0	14,000	135,000	0	20,000	0	30,000	0	120,000	0	319,000
Subtotal	0	14,000	135,000	0	20,000	0	30,000	0	120,000	0	319,000
360 Kimball Park											
General G.O. Bonds	0	0	10,000	190,000	0	50,000	0	0	60,000	7,000	317,000
Subtotal	0	0	10,000	190,000	0	50,000	0	0	60,000	7,000	317,000
515 Golf Course Winter Recreation Improvements											
General G.O. Bonds	0	53,000	0	0	0	0	0	0	0	0	53,000
General Impact Fees Rec Dist 1	0	0	0	0	0	0	0	0	25,000	0	25,000
Subtotal	0	53,000	0	0	0	0	0	0	25,000	0	78,000
528 Pocket Parks											
General G.O. Bonds	20,000	26,000	0	0	0	265,000	0	0	0	0	311,000
Subtotal	20,000	26,000	0	0	0	265,000	0	0	0	0	311,000
557 Memorial Field											
General G.O. Bonds	50,000	1,166,000	120,000	0	0	600,000	75,000	400,000	0	0	2,411,000
Subtotal	50,000	1,166,000	120,000	0	0	600,000	75,000	400,000	0	0	2,411,000
567 Penacook Riverfront Parks											
General G.O. Bonds	0	0	0	220,000	0	0	0	0	0	0	220,000
Other Tax Increment Financing	0	0	1,200,000	0	0	0	0	0	0	0	1,200,000
Subtotal	0	0	1,200,000	220,000	0	0	0	0	0	0	1,420,000
Total Parks and Open Space	290,000	3,717,000	2,450,000	2,515,000	1,155,000	1,000,000	1,525,000	1,395,000	549,000	435,000	15,031,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R. 06/14/18

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>Public Buildings</u>											
63 City Wide Recreation Facility Improvements											
General G.O. Bonds	85,000	225,000	550,000	217,000	400,000	550,000	550,000	200,000	200,000	200,000	3,177,000
Subtotal	85,000	225,000	550,000	217,000	400,000	550,000	550,000	200,000	200,000	200,000	3,177,000
65 City Hall Renovations											
General G.O. Bonds	130,000	1,270,000	455,000	400,000	115,000	10,000	200,000	250,000	200,000	250,000	3,280,000
Subtotal	130,000	1,270,000	455,000	400,000	115,000	10,000	200,000	250,000	200,000	250,000	3,280,000
68 Library											
General Donations	0	0	0	0	0	0	0	0	95,000	970,000	1,065,000
General G.O. Bonds	0	0	0	500,000	0	0	0	0	875,000	8,730,000	10,105,000
Subtotal	0	0	0	500,000	0	0	0	0	970,000	9,700,000	11,170,000
276 Facilities Condition Assessment											
General G.O. Bonds	125,000	0	0	0	0	0	0	0	0	0	125,000
Subtotal	125,000	0	0	0	0	0	0	0	0	0	125,000
323 Combined Operations & Maintenance Facility (COMF) Improvements											
General G.O. Bonds	265,000	360,000	160,000	70,000	290,000	30,000	100,000	0	0	0	1,275,000
Sewer G.O. Bonds	142,500	142,500	67,500	35,000	120,000	15,000	50,000	0	0	0	572,500
Water G.O. Bonds	142,500	142,500	67,500	35,000	120,000	15,000	50,000	0	0	0	572,500
Subtotal	550,000	645,000	295,000	140,000	530,000	60,000	200,000	0	0	0	2,420,000
443 City-Wide Community Center											
General G.O. Bonds	0	0	400,000	0	0	0	0	0	0	0	400,000
Subtotal	0	0	400,000	0	0	0	0	0	0	0	400,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
551 Library Maintenance											
General Capital Transfer	0	0	0	0	10,000	0	0	0	0	0	10,000
General G.O. Bonds	100,000	70,000	125,000	220,000	130,000	130,000	100,000	300,000	0	150,000	1,325,000
Subtotal	100,000	70,000	125,000	220,000	140,000	130,000	100,000	300,000	0	150,000	1,335,000
576 General Facility Repairs											
General Capital Transfer	20,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	35,000	35,000	315,000
Subtotal	20,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	35,000	35,000	315,000
583 East Concord Fire Station											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	5,000,000	5,000,000
Subtotal	0	0	0	0	0	0	0	0	0	5,000,000	5,000,000
594 New Central Fire Station											
General G.O. Bonds	0	0	0	0	0	0	0	0	5,000,000	0	5,000,000
Subtotal	0	0	0	0	0	0	0	0	5,000,000	0	5,000,000
Total Public Buildings	1,010,000	2,240,000	1,855,000	1,507,000	1,215,000	785,000	1,085,000	785,000	6,405,000	15,335,000	32,222,000
<u>Public Safety</u>											
230 Opticom Replacement											
General Highway Reserve	0	15,000	0	15,000	0	15,000	0	20,000	0	20,000	85,000
Subtotal	0	15,000	0	15,000	0	15,000	0	20,000	0	20,000	85,000
252 Fire Station Improvements											
General G.O. Bonds	100,000	110,000	0	0	350,000	0	0	0	0	0	560,000
Subtotal	100,000	110,000	0	0	350,000	0	0	0	0	0	560,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
305 Fire Department Communications Equipment											
General G.O. Bonds	0	265,000	0	0	0	0	0	0	700,000	0	965,000
Subtotal	0	265,000	0	0	0	0	0	0	700,000	0	965,000
335 Thermal Imaging Cameras											
General Capital Transfer	30,000	30,000	0	0	0	0	0	0	0	0	60,000
General G.O. Bonds	0	0	0	0	0	0	60,000	0	0	0	60,000
Subtotal	30,000	30,000	0	0	0	0	60,000	0	0	0	120,000
370 Police Department Ballistic Vest Replacement Program											
General G.O. Bonds	0	0	75,000	0	0	0	0	80,000	0	0	155,000
Subtotal	0	0	75,000	0	0	0	0	80,000	0	0	155,000
375 Fire Department Boats											
General Capital Transfer	0	0	0	0	0	0	30,000	0	0	0	30,000
General G.O. Bonds	0	0	0	30,000	0	0	0	0	0	0	30,000
Subtotal	0	0	0	30,000	0	0	30,000	0	0	0	60,000
376 Fire Department Hose & Equipment Replacement											
General Capital Transfer	20,000	0	0	25,000	30,000	0	30,000	0	0	0	105,000
General G.O. Bonds	0	0	60,000	0	0	0	0	0	0	0	60,000
Subtotal	20,000	0	60,000	25,000	30,000	0	30,000	0	0	0	165,000
484 Police Station Improvements											
General G.O. Bonds	180,000	0	100,000	0	0	0	0	0	0	0	280,000
Subtotal	180,000	0	100,000	0	0	0	0	0	0	0	280,000
490 Police Department Records Management Microfilm Conversion											
General G.O. Bonds	100,000	100,000	100,000	0	0	0	0	0	0	0	300,000
Subtotal	100,000	100,000	100,000	0	0	0	0	0	0	0	300,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
521 Police Firearms Range Improvements											
General Capital Transfer	0	0	0	0	20,000	0	0	0	0	0	20,000
General G.O. Bonds	160,000	0	0	0	0	0	0	0	0	0	160,000
Subtotal	160,000	0	0	0	20,000	0	0	0	0	0	180,000
522 Patrol Rifle Replacements											
General G.O. Bonds	25,000	0	0	0	0	0	0	0	0	0	25,000
Subtotal	25,000	0	0	0	0	0	0	0	0	0	25,000
527 Cardiac Monitor & AED Replacement Program											
General G.O. Bonds	0	0	0	0	0	500,000	0	0	0	0	500,000
Subtotal	0	0	0	0	0	500,000	0	0	0	0	500,000
555 Handgun Replacement											
General Capital Transfer	0	0	0	0	0	0	0	0	50,000	0	50,000
Subtotal	0	0	0	0	0	0	0	0	50,000	0	50,000
560 Fire Training Facility											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	500,000	500,000
Subtotal	0	0	0	0	0	0	0	0	0	500,000	500,000
561 Fire Alarm Infrastructure Replacement											
General G.O. Bonds	55,000	133,000	93,000	93,000	93,000	93,000	20,000	20,000	20,000	20,000	640,000
Subtotal	55,000	133,000	93,000	93,000	93,000	93,000	20,000	20,000	20,000	20,000	640,000
573 Fire Department Personnel Protective Equipment											
General Capital Transfer	20,000	20,000	25,000	25,000	30,000	30,000	30,000	30,000	0	0	210,000
General G.O. Bonds	0	0	25,000	0	0	0	750,000	30,000	0	0	805,000
Subtotal	20,000	20,000	50,000	25,000	30,000	30,000	780,000	60,000	0	0	1,015,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
598 TASER Replacement											
General G.O. Bonds	40,000	0	0	0	0	0	0	0	0	0	40,000
Subtotal	40,000	0	0	0	0	0	0	0	0	0	40,000
607 Video System Replacement											
General G.O. Bonds	110,000	0	0	0	0	0	0	0	0	0	110,000
Subtotal	110,000	0	0	0	0	0	0	0	0	0	110,000
610 Police Radio and Phone Line Recorder System											
General G.O. Bonds	0	50,000	0	0	0	0	0	0	0	0	50,000
Subtotal	0	50,000	0	0	0	0	0	0	0	0	50,000
Total Public Safety	840,000	723,000	478,000	188,000	523,000	638,000	920,000	180,000	770,000	540,000	5,800,000

Sewer Collection

91 Sewer Main Rehabilitation and Construction											
Sewer Capital Transfer	40,000	50,000	40,000	60,000	130,000	40,000	40,000	40,000	0	0	440,000
Sewer G.O. Bonds	250,000	0	910,000	0	225,000	450,000	0	0	0	0	1,835,000
Subtotal	290,000	50,000	950,000	60,000	355,000	490,000	40,000	40,000	0	0	2,275,000
275 Sewer Pump Station Improvements											
Sewer G.O. Bonds	0	107,500	440,000	85,000	100,000	900,000	130,000	50,000	0	0	1,812,500
Sewer Mountain Green Reserve	0	0	20,000	50,000	300,000	0	0	0	0	0	370,000
Subtotal	0	107,500	460,000	135,000	400,000	900,000	130,000	50,000	0	0	2,182,500

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
410 Sewer Video Inspection Equipment											
Sewer Capital Close-out	21,457	0	0	0	0	0	0	0	0	0	21,457
Sewer Capital Transfer	0	0	0	0	0	0	0	0	20,000	0	20,000
Sewer G.O. Bonds	0	0	0	80,000	0	0	0	0	0	0	80,000
Subtotal	21,457	0	0	80,000	0	0	0	0	20,000	0	121,457
Total Sewer Collection	311,457	157,500	1,410,000	275,000	755,000	1,390,000	170,000	90,000	20,000	0	4,578,957
<u>Sewer Treatment</u>											
89 Hall Street Waste Water Treatment Plant Odor Control											
Sewer G.O. Bonds	500,000	0	0	0	0	100,000	0	0	450,000	7,100,000	8,150,000
Subtotal	500,000	0	0	0	0	100,000	0	0	450,000	7,100,000	8,150,000
104 Hall Street Waste Water Treatment Plant Improvements											
Sewer Capital Close-out	606,357	0	0	0	0	0	0	0	0	0	606,357
Sewer Capital Transfer	0	0	0	0	15,000	0	0	0	0	0	15,000
Sewer G.O. Bonds	1,880,000	1,685,000	1,990,000	4,045,000	1,550,000	800,000	575,000	2,375,000	17,275,000	2,125,000	34,300,000
Subtotal	2,486,357	1,685,000	1,990,000	4,045,000	1,565,000	800,000	575,000	2,375,000	17,275,000	2,125,000	34,921,357
245 Emergency Sewage Treatment Plant Repairs											
Sewer Capital Outlay	58,000	61,500	63,500	65,500	67,500	70,000	71,500	74,000	76,500	79,000	687,000
Subtotal	58,000	61,500	63,500	65,500	67,500	70,000	71,500	74,000	76,500	79,000	687,000
466 Penacook Waste Water Treatment Plant Improvements											
Sewer Capital Transfer	25,000	0	0	20,000	0	0	0	0	0	0	45,000
Sewer G.O. Bonds	200,000	75,000	155,000	942,500	600,000	160,000	0	250,000	2,100,000	165,000	4,647,500
Subtotal	225,000	75,000	155,000	962,500	600,000	160,000	0	250,000	2,100,000	165,000	4,692,500

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Total Sewer Treatment	3,269,357	1,821,500	2,208,500	5,073,000	2,232,500	1,130,000	646,500	2,699,000	19,901,500	9,469,000	48,450,857
<u>Sidewalks and Streetscapes</u>											
17 Sidewalk, Bikeway and Streetscape Improvements											
General G.O. Bonds	0	0	0	225,000	0	250,000	0	275,000	0	300,000	1,050,000
Subtotal	0	0	0	225,000	0	250,000	0	275,000	0	300,000	1,050,000
380 Neighborhood Safety Improvements											
General Donations	0	0	0	25,000	0	0	0	0	0	0	25,000
General G.O. Bonds	0	0	0	40,000	0	0	0	0	0	0	40,000
Subtotal	0	0	0	65,000	0	0	0	0	0	0	65,000
543 Merrimack River Greenway Trail Project											
General Donations	200,000 *	0	0	200,000	0	0	1,100,000	0	0	0	1,500,000
General G.O. Bonds	0	0	0	0	0	0	1,100,000	0	0	0	1,100,000
Other State	800,000 *	0	0	800,000	0	0	8,800,000	0	0	0	10,400,000
Subtotal	1,000,000	0	0	1,000,000	0	0	11,000,000	0	0	0	13,000,000
Total Sidewalks and Streetscapes	1,000,000	0	0	1,290,000	0	250,000	11,000,000	275,000	0	300,000	14,115,000

Solid Waste Management

381 Landfill Closure and Maintenance

General G.O. Bonds	0	0	0	0	0	0	0	0	8,120,000	0	8,120,000
Subtotal	0	0	0	0	0	0	0	0	8,120,000	0	8,120,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
447 Landfill Soil Vapor Extraction Systems											
Solid Waste Capital Transfer	10,000	0	0	0	0	0	0	10,000	10,000	10,000	40,000
Solid Waste G.O. Bonds	0	0	125,000	45,000	0	0	0	0	0	0	170,000
Subtotal	10,000	0	125,000	45,000	0	0	0	10,000	10,000	10,000	210,000
Total Solid Waste Management	10,000	0	125,000	45,000	0	0	0	10,000	8,130,000	10,000	8,330,000
<u>Storm Sewer</u>											
83 Storm Water Improvements											
General G.O. Bonds	775,000	300,000	100,000	650,000	1,250,000	1,250,000	1,250,000	1,500,000	1,500,000	1,500,000	10,075,000
Subtotal	775,000	300,000	100,000	650,000	1,250,000	1,250,000	1,250,000	1,500,000	1,500,000	1,500,000	10,075,000
479 Storm Water Enterprise Mechanism											
General G.O. Bonds	60,000	0	0	0	0	0	0	0	0	0	60,000
Subtotal	60,000	0	0	0	0	0	0	0	0	0	60,000
571 I-393/Horseshoe Pond Drainage Improvements											
General G.O. Bonds	0	500,000	0	0	400,000	0	0	0	0	0	900,000
Other State	0	0	500,000	0	0	0	0	0	0	0	500,000
Subtotal	0	500,000	500,000	0	400,000	0	0	0	0	0	1,400,000
Total Storm Sewer	835,000	800,000	600,000	650,000	1,650,000	1,250,000	1,250,000	1,500,000	1,500,000	1,500,000	11,535,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>Street Corridor Improvements</u>											
36 Manchester Street / Route 3 South											
General G.O. Bonds	0	0	0	3,550,000	0	0	0	0	0	0	3,550,000
Sewer G.O. Bonds	0	0	0	170,000	0	0	0	0	0	0	170,000
Water G.O. Bonds	0	0	0	110,000	0	0	0	0	0	0	110,000
Subtotal	0	0	0	3,830,000	0	0	0	0	0	0	3,830,000
600 Impact Fee Ordinance Update											
General Capital Transfer	0	0	0	0	0	0	0	0	0	20,000	20,000
Subtotal	0	0	0	0	0	0	0	0	0	20,000	20,000
611 Eastman Street Retaining Wall											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	190,000	190,000
Subtotal	0	0	0	0	0	0	0	0	0	190,000	190,000
Total Street Corridor Improvements	0	0	0	3,830,000	0	0	0	0	0	210,000	4,040,000
<u>Street Rehabilitation</u>											
78 Annual Highway Improvement Program											
General Highway Reserve	1,915,000	2,050,000	2,215,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	24,655,000
Subtotal	1,915,000	2,050,000	2,215,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	24,655,000
Total Street Rehabilitation	1,915,000	2,050,000	2,215,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	24,655,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
<u>Streets New Construction</u>											
18 Storrs Street Extension, North & South											
General G.O. Bonds	0	0	0	0	0	500,000	5,000,000	0	0	0	5,500,000
Other Tax Increment Financing	0	0	7,300,000	0	0	0	0	0	0	0	7,300,000
Subtotal	0	0	7,300,000	0	0	500,000	5,000,000	0	0	0	12,800,000
40 Langley Parkway											
General Donations	350,000 *	2,860,400	0	0	0	0	0	0	0	0	3,210,400
General G.O. Bonds	350,000 *	2,860,400	0	6,795,000	0	0	0	0	0	0	10,005,400
Subtotal	700,000	5,720,800	0	6,795,000	0	0	0	0	0	0	13,215,800
502 Whitney Road Extension											
General Econ. Dev. Reserve	35,000	0	0	0	0	0	0	0	0	0	35,000
General G.O. Bonds	0	0	0	0	0	0	3,000,000	0	0	0	3,000,000
General Impact Fees Traf Dist 1	0	14,790	0	0	0	0	0	0	0	0	14,790
General Impact Fees Traf Dist 2	0	26,378	0	0	0	0	0	0	0	0	26,378
Sewer G.O. Bonds	0	0	0	0	0	0	525,000	0	0	0	525,000
Subtotal	35,000	41,168	0	0	0	0	3,525,000	0	0	0	3,601,168
Total Streets New Construction	735,000	5,761,968	7,300,000	6,795,000	0	500,000	8,525,000	0	0	0	29,616,968
<u>Water Distribution System</u>											
84 Water Main Cleaning & Lining											
Water G.O. Bonds	0	0	0	0	0	475,000	0	250,000	0	800,000	1,525,000
Subtotal	0	0	0	0	0	475,000	0	250,000	0	800,000	1,525,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
85 Water Main Replacement											
Water Capital Close-out	34,155	0	0	0	0	0	0	0	0	0	34,155
Water G.O. Bonds	1,170,000	700,000	900,000	790,000	825,000	0	0	0	0	0	4,385,000
Subtotal	1,204,155	700,000	900,000	790,000	825,000	0	0	0	0	0	4,419,155
86 Water Main Construction											
Water G.O. Bonds	0	0	575,000	1,000,000	0	0	0	0	0	0	1,575,000
Subtotal	0	0	575,000	1,000,000	0	0	0	0	0	0	1,575,000
244 Water Meter Replacement Program											
Water Capital Transfer	125,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	175,000	175,000	1,350,000
Subtotal	125,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	175,000	175,000	1,350,000
448 Hydrant and Valve Replacement Program											
Water Capital Outlay	63,000	63,000	65,000	68,000	72,000	77,000	85,000	89,000	95,000	100,000	777,000
Subtotal	63,000	63,000	65,000	68,000	72,000	77,000	85,000	89,000	95,000	100,000	777,000
451 Leak Detection											
Water G.O. Bonds	0	0	10,000	0	0	0	0	10,000	0	0	20,000
Subtotal	0	0	10,000	0	0	0	0	10,000	0	0	20,000
Total Water Distribution System	1,392,155	863,000	1,650,000	1,983,000	1,022,000	677,000	235,000	499,000	270,000	1,075,000	9,666,155
<u>Water Treatment</u>											
88 Water Plant Improvements											
Water Capital Transfer	18,000	30,000	0	0	0	0	0	0	0	0	48,000
Water G.O. Bonds	100,000	2,750,000	0	100,000	250,000	100,000	230,000	150,000	400,000	0	4,080,000
Subtotal	118,000	2,780,000	0	100,000	250,000	100,000	230,000	150,000	400,000	0	4,128,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
114 Penacook Lake Dam and Spillway Rehabilitation											
Water G.O. Bonds	0	175,000	0	0	250,000	0	0	0	0	0	425,000
Subtotal	0	175,000	0	0	250,000	0	0	0	0	0	425,000
124 Water System SCADA Improvements											
Water Capital Transfer	0	30,000	0	30,000	0	30,000	0	30,000	0	30,000	150,000
Subtotal	0	30,000	0	30,000	0	30,000	0	30,000	0	30,000	150,000
254 Water System Emergency/Unanticipated Equipment Replacement											
Water Capital Outlay	56,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000	76,000	668,000
Subtotal	56,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000	76,000	668,000
321 Water System Master Plan & Implementation											
Water G.O. Bonds	0	90,000	0	50,000	0	0	0	40,000	0	0	180,000
Subtotal	0	90,000	0	50,000	0	0	0	40,000	0	0	180,000
345 Water Supply Well Field Maintenance											
Water G.O. Bonds	0	0	150,000	0	1,500,000	0	0	0	0	0	1,650,000
Subtotal	0	0	150,000	0	1,500,000	0	0	0	0	0	1,650,000
347 Water Storage Tank Repairs											
Water G.O. Bonds	0	0	0	50,000	0	75,000	40,000	150,000	55,000	0	370,000
Subtotal	0	0	0	50,000	0	75,000	40,000	150,000	55,000	0	370,000
372 Water System Pump Station Improvements											
Water G.O. Bonds	100,000	0	0	0	0	1,200,000	0	0	0	0	1,300,000
Subtotal	100,000	0	0	0	0	1,200,000	0	0	0	0	1,300,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
482 Water System Asset Management											
Water G.O. Bonds	90,000	0	0	0	0	0	90,000	0	0	0	180,000
Subtotal	90,000	0	0	0	0	0	90,000	0	0	0	180,000
Total Water Treatment	364,000	3,135,000	212,000	294,000	2,066,000	1,473,000	430,000	442,000	529,000	106,000	9,051,000
Grand Total	17,656,974	25,285,468	29,523,000	43,484,000	19,933,664	18,934,056	45,259,224	18,006,168	54,400,112	40,310,556	312,793,222

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

R. 06/14/18

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: INFORMATION TECHNOLOGY #2-Information Technology Hardware & Software Replacement

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City Agencies

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	M Safety	L Facility Cond.	M Productivity	
SERVED:	☒ Replace	N/A Mandates	M Service Def.	N/A Tax Base Exp.	H City Master Pl.
	☐ Rebuild	L O + M Costs	N/A Council Goals	L Timeliness	Parks
	☒ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The focus of the Capital Project is to maintain a secure and stable IT environment through routine investments in the City's IT infrastructure. Though not on the cutting edge of technology, the replacement program ensures that City technology continues to effectively support employee productivity, as well as services to the public.

Initially implemented using the industry standard three year replacement cycle, the program was adjusted to a four year cycle for desktop computers in FY07 to better control cost. Servers are replaced on a 5 year cycle. Other equipment such as switches, routers, firewalls, and printers shall be replaced as needed.

SERVICE IMPACT: The City is dependent upon technology in all aspects of its day-to-day and longer term operations. This CIP is critical to assuring City employees that the systems on which they depend will work reliably. As the City continues with the ERP replacement initiative which increases the integration among departmental resources, this dependence is even more critical. Not only will older equipment breakdown and slow the delivery of applications, but application software version improvements require reasonably up-to-date hardware and software to work at all, let alone deliver enhanced/improved features.

IMPACT IF NOT FUNDED: The MIS Master Plan has provided a cost-effective mechanism to stay reasonably current with technology at a modest consistent annual investment. Without this investment, not only will the City fall behind in offering the services demanded by the community, but systems will become technologically obsolete and fail, jeopardizing service delivery and possibly public safety. Correcting such a situation after failure, is much more expensive than maintaining the City's technology investment on an on-going basis.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1998

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

5

Expected Bond Term (in Years) 5

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: INFORMATION TECHNOLOGY #2-Information Technology Hardware & Software Replacement

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Sewer	Capital Transfer	29,375	27,375	23,250	17,250	27,750	31,250	31,250	17,250	27,750	31,250	263,750
Water	Capital Transfer	29,375	27,375	23,250	17,250	27,750	31,250	31,250	17,250	27,750	31,250	263,750
General	Capital Transfer	176,250	164,250	199,500	183,500	166,500	187,500	187,500	183,500	166,500	187,500	1,802,500
Total		235,000	219,000	246,000	218,000	222,000	250,000	250,000	218,000	222,000	250,000	2,330,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General Capital Transfer	176,250	Replace hardware, computers, laptops, monitors (\$70,000). Replace end-of-life servers (\$20,000). Training for current and new employees, (\$20,000). Printers (\$10,000). Software upgrades (\$115,000).
	Sewer Capital Transfer	29,375	Sewer share of above.
	Water Capital Transfer	29,375	Water share of above.
		<u>\$235,000</u>	2019 Subtotal
2020	General Capital Transfer	164,250	Replace hardware, computers, laptops, monitors (\$120,000). Replace end-of-life servers (\$50,000). Printers (\$10,000). Software upgrades (\$40,000).
	Water Capital Transfer	27,375	Water share of above.
	Sewer Capital Transfer	27,375	Sewer share of above.
		<u>\$219,000</u>	2020 Subtotal
2021	General Capital Transfer	199,500	Replace hardware, computers, laptops, monitors (\$100,000). Replace 1/5 end-of-life servers (\$35,000). Printers (\$10,000). Software upgrades (\$30,000). Replace Fire Department apparatus mobile computers (\$70,000).
	Water Capital Transfer	23,250	Water share of above.
	Sewer Capital Transfer	23,250	Sewer share of above.
		<u>\$246,000</u>	2021 Subtotal
2022	General Capital Transfer	183,500	Replace Hardware, computers, laptops, monitors (\$98,000). Replace end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades (10,000). Replace Police Department mobile computers (\$80,000).

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	INFORMATION TECHNOLOGY	#2-Information Technology Hardware & Software Replacement	
	Water Capital Transfer	17,250	Water share of above.
	Sewer Capital Transfer	17,250	Sewer share of above.
		<u>\$218,000</u>	2022 Subtotal
2023	General Capital Transfer	166,500	Replace hardware, computers, laptops, monitors (\$70,000). Replace end-of-life servers (\$20,000). Training for current and new employees, (\$20,000). Printers (\$10,000). Software upgrades (\$100,000).
	Sewer Capital Transfer	27,750	Sewer share of above.
	Water Capital Transfer	27,750	Water share of above.
		<u>\$222,000</u>	2023 Subtotal
2024	General Capital Transfer	187,500	Replace hardware, computers, laptops, monitors (\$120,000). Replace end-of-life servers (\$40,000). Printers (\$10,000). Software upgrades (\$80,000).
	Water Capital Transfer	31,250	Water share of above.
	Sewer Capital Transfer	31,250	Sewer share of above.
		<u>\$250,000</u>	2024 Subtotal
2025	General Capital Transfer	187,500	Replace hardware, computers, laptops, monitors (\$120,000). Replace end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades (\$30,000). Replace Fire Department apparatus mobile computers (\$70,000).
	Water Capital Transfer	31,250	Water share of above.
	Sewer Capital Transfer	31,250	Sewer share of above.
		<u>\$250,000</u>	2025 Subtotal
2026	General Capital Transfer	183,500	Replace Hardware, computers, laptops, monitors (\$98,000). Replace end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades (10,000). Replace Police Department mobile computers (\$80,000).
	Water Capital Transfer	17,250	Water share.
	Sewer Capital Transfer	17,250	Sewer share.
		<u>\$218,000</u>	2026 Subtotal

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	INFORMATION TECHNOLOGY	#2-Information Technology Hardware & Software Replacement
2027	General Capital Transfer	166,500 Replace hardware, computers, laptops, monitors (\$70,000). Replace end-of-life servers (\$20,000). Training for current and new employees, (\$20,000). Printers (\$10,000). Software upgrades (\$100,000).
	Water Capital Transfer	27,750 Water share of above.
	Sewer Capital Transfer	27,750 Sewer share of above.
		\$222,000 2027 Subtotal
2028	General Capital Transfer	187,500 Replace hardware, computers, laptops, monitors (\$120,000). Replace end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades (\$30,000). Replace Fire Department apparatus mobile computers (\$70,000).
	Water Capital Transfer	31,250 Water portion
	Sewer Capital Transfer	31,250 Sewer portion
		\$250,000 2028 Subtotal
TOTAL		\$2,330,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #4-Fire Department Vehicle Replacement

I. PROJECT TYPE: Fire Vehicles

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	M	Safety	H	Facility Cond.	M	Productivity	
SERVED:	☒ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	H City Master Pl.
	☐ Rebuild	H	O + M Costs	N/A	Council Goals	M	Timeliness	Motor Vehicle Equipment
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Systematic planned replacement of fire apparatus, rescue and support vehicles to provide for public safety and minimize operational costs for vehicle maintenance and repairs. The Department currently has the following compliment of vehicles:

Engines / Pumpers: 5 total. 3 frontline, 2 reserve. Generally kept for 8 years of front line service and 8 years reserve (for total of 16 years of service).

1 Tanker (2,000 gallons). Generally kept for 20 years of service. Serves rural areas of City without City Water.

Ambulances: 5 total. 3 frontline, 2 reserve. Generally kept for 4 years of front line service, with 4 years in reserve (for 8 years total).

Forestry Units: 3 total. Kept for 10 years.

Boats (motorized): 3 total. Kept for 10-15 years.

Ladder Trucks: 2 total. 1 frontline, 1 reserve. 8 years front line service followed by 8 years in reserve (16 years total).

Utility Truck: Pick-up truck assigned to Central Station (Kept for approximately 10 years).

Fire Alarm Division: 1 pickup truck, 1 bucket truck. (Kept for approximately 10 years).

Staff Vehicles:

Chief (1)

Deputy Chief (2)

Training Captain (1)

EMS Captain (1)

Fire Marshal (1)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #4-Fire Department Vehicle Replacement
Asst. Fire Marshal (1)
Battalion Chiefs (2)
Unassigned / floater (1)

SERVICE IMPACT: Routine replacement of vehicles is necessary in order to provide reliable fire and emergency medical services, as well as service for fire alarm, traffic, and pedestrian signal equipment.

IMPACT IF NOT FUNDED: Reduced ability to service fire and emergency medical needs, as well as alarm system, traffic and pedestrian signal equipment in a timely fashion. Increased operating and maintenance costs for older equipment.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	510,000	105,000	700,000	1,315,000	1,500,000	475,000	1,445,000	920,000	795,000	100,000	7,865,000
	Total	510,000	105,000	700,000	1,315,000	1,500,000	475,000	1,445,000	920,000	795,000	100,000	7,865,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	260,000	Ambulance 7 Replacement
	General G.O. Bonds	120,000	Replace three 2013 Staff Cars
	General G.O. Bonds	65,000	Replace Forestry Unit 5 (2008)
	General G.O. Bonds	65,000	Replace Command Vehicle
		<u>\$510,000</u>	2019 Subtotal
2020	General G.O. Bonds	60,000	Replace Forestry 7 (2008)
	General G.O. Bonds	45,000	Purchase and equip off road utility type vehicle for fire and EMS coverage on city trail system, wooded areas and for special event coverage.

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#4-Fire Department Vehicle Replacement		
			\$105,000	2020 Subtotal
2021	General	G.O. Bonds	500,000	Replacement Tanker Truck
	General	G.O. Bonds	150,000	Fire Alarm Bucket Truck Replacement (2008)
	General	G.O. Bonds	50,000	Replace Fire Alarm Pick-Up (2012)
			\$700,000	2021 Subtotal
2022	General	G.O. Bonds	700,000	Replace Engine 4
	General	G.O. Bonds	275,000	Replace Ambulance 4
	General	G.O. Bonds	275,000	Replace Ambulance 5
	General	G.O. Bonds	65,000	Replacement of Command Car (2013)
			\$1,315,000	2022 Subtotal
2023	General	G.O. Bonds	1,500,000	Replace Ladder Truck (2013)
			\$1,500,000	2023 Subtotal
2024	General	G.O. Bonds	275,000	Replace Ambulance 7
	General	G.O. Bonds	200,000	Replace 4 Staff Vehicles
			\$475,000	2024 Subtotal
2025	General	G.O. Bonds	745,000	Replace Engine 5 (2016)
	General	G.O. Bonds	700,000	Replace Rescue 1 (2006)
			\$1,445,000	2025 Subtotal
2026	General	G.O. Bonds	770,000	Replace Engine 7 (2017)
	General	G.O. Bonds	150,000	Replace 3 staff vehicles
			\$920,000	2026 Subtotal
2027	General	G.O. Bonds	650,000	Replace Ambulances 4 & 5

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#4-Fire Department Vehicle Replacement		
	General	G.O. Bonds	85,000	Replacement of Command Car
	General	G.O. Bonds	60,000	Replacement of Utility Truck
			<u>\$795,000</u>	2027 Subtotal
2028	General	G.O. Bonds	100,000	Replace Forestry 4 (2017)
			<u>\$100,000</u>	2028 Subtotal
	TOTAL		<u>\$7,865,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #17-Sidewalk, Bikeway and Streetscape Improvements

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New Safety Facility Cond. Productivity
 SERVED: ☐ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☒ Rebuild O + M Costs Council Goals Timeliness Sidewalks
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: Comprehensive city-wide program to construct new or repair and rehabilitate existing sidewalks, pathways, bikeways, trails, and streetscape improvements including the installation of granite curbing, paved and unpaved sidewalks, paths, and trails and related infrastructure and appurtenances as required to comply with current ADA standards and regulations. Work also includes the construction or repair and rehabilitation of sidewalk ramps, construction of dedicated lanes or widened shoulders for bike lane opportunities along with streetscape landscaping in order to improve and enhance multi-modal capacity throughout the City.

SERVICE IMPACT: Reduce annual maintenance costs related to deteriorated infrastructure.

IMPACT IF NOT FUNDED: Continued non-compliance with mandated ADA requirements.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1996

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	0	225,000	0	250,000	0	275,000	0	300,000	1,050,000
	Total	0	0	0	225,000	0	250,000	0	275,000	0	300,000	1,050,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #17-Sidewalk, Bikeway and Streetscape Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	225,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
		\$225,000	2022 Subtotal
2024	General G.O. Bonds	250,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
		\$250,000	2024 Subtotal
2026	General G.O. Bonds	275,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
		\$275,000	2026 Subtotal
2028	General G.O. Bonds	300,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
		\$300,000	2028 Subtotal
	TOTAL	\$1,050,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #18-Storrs Street Extension, North & South

I. PROJECT TYPE: Streets New Construction

II. LOCATION: Northerly and southerly of present Storrs St., along and parallel to the west side of the railroad tracks.

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	N/A	Safety	N/A	Facility Cond.	N/A	Productivity	
	☐ Replace	N/A	Mandates	L	Service Def.	M	Tax Base Exp.	H City Master Pl.
	☐ Rebuild	M	O + M Costs	M	Council Goals	L	Timeliness	Corridor Improvements
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide municipal infrastructure in accordance with the 2006 "Opportunity Corridor Master Plan" in order to promote and encourage economic redevelopment in the Corridor.

SERVICE IMPACT: Moderate increases in highway operation and maintenance costs.

IMPACT IF NOT FUNDED: Delays economic development/redevelopment in the south end development corridor, prohibits of achieving long-standing goal of connecting Horseshoe Pond Office Park and former South End Rail Yard to Downtown.

IV PREVIOUS FISCAL YEAR AUTHORIZED: Oct. 1998 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Other	Tax Increment Financing	0	0	7,300,000	0	0	0	0	0	0	0	7,300,000
General	G.O. Bonds	0	0	0	0	0	500,000	5,000,000	0	0	0	5,500,000
	Total	0	0	7,300,000	0	0	500,000	5,000,000	0	0	0	12,800,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #18-Storrs Street Extension, North & South

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Other Tax Increment Financing	7,300,000	Storrs Street Extension North final design and construction from the current north end of Storrs Street at the Holiday Inn to Constitution Avenue. Assumes at grade crossing of High Speed Rail Corridor. Cost estimate to be refined once design is completed. NEOTIF G.O. Bonds. Water main and sanitary sewer improvements to support project are included in CIP 86 and 91. Potential improvements to the Storrs Street / North Main Street intersection, which is outside of the NEOTIF District, are included in CIP 34.
		\$7,300,000	2021 Subtotal
2024	General G.O. Bonds	500,000	Storrs Street Extension South design from Storrs Street at the intersection of Theatre Street southerly beneath the Water Street bridge to Langdon Avenue.
		\$500,000	2024 Subtotal
2025	General G.O. Bonds	5,000,000	Storrs Street Extension South construction southerly from Theatre Street beneath the Water Street bridge to Langdon Avenue.
		\$5,000,000	2025 Subtotal
	TOTAL	\$12,800,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #30-Hoit Road / Whitney Road Intersection Signalization

I. PROJECT TYPE: Intersections

II. LOCATION: Hoit Road, Whitney Road Intersection

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☒ New ☐ L Safety ☐ N/A Facility Cond. ☐ N/A Productivity
 SERVED: ☐ Replace ☐ N/A Mandates ☐ L Service Def. ☐ N/A Tax Base Exp. ☐ N City Master Pl.
☐ Rebuild ☐ L O + M Costs ☐ L Council Goals ☐ N/A Timeliness Intersection Improvement
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: Related to continue growth and development along the Hoit Road and Whitney Road commercial and industrial districts, this project includes the construction of a signalized intersection to provide coordinated turning and through movements at the intersection of Hoit Road (US Route 4) and Whitney Road. A Round-about may be considered in lieu of a signalized intersection pending input from NHDOT.

SERVICE IMPACT: Provide appropriate level of service (when required) for Economic Development. Increased operating and maintenance costs associated with new signal.

IMPACT IF NOT FUNDED: Not necessary until warrants are met.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2004

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Donations	0	0	0	0	0	0	2,050,000	0	0	0	2,050,000
General	Impact Fees Traf Dist 1	0	0	0	0	0	0	200,000	0	0	0	200,000
	Total	0	0	0	0	0	0	2,250,000	0	0	0	2,250,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #30-Hoit Road / Whitney Road Intersection Signalization

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Donations	2,050,000	Donation share.
	General Impact Fees Traf Dist 1	200,000	Design and construction of traffic signal and related improvements at intersection of Hoit and Whitney roads.
		\$2,250,000	2025 Subtotal
TOTAL		\$2,250,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #31-Broadway / West Street Intersection (McKee Square) Signalization

I. PROJECT TYPE: Intersections

II. LOCATION: Broadway / West Street Intersection (McKee Square)

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	<u>M</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
	☐ Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>M</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>L</u>	Council Goals	<u>L</u>	Timeliness	Intersection Improvement
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: As a result of traffic improvements recommended by Vanasse, Hangen, Brustlin, Inc. (VHB) in their 1990 Traffic Operations Improvement Plan, this project is intended to minimize congestion and improve safety by adding lane capacity at the intersection, providing orderly turning and through traffic movement capability along with pedestrian access and crosswalk improvements at the McKee Square intersection.

The intersection was subsequently studied as part of the Conant/Rundlett Safe Routes to School Travel Plan by the Central NH Regional Planning Commission and concluded that pedestrian improvements is a priority at this intersection.

The McKee Square intersection will be examined in a broader context to include not only the immediate McKee Square area but also the West Street/Broadway intersection, the South Street/Downing Street intersection, as well as the South Street/West Street intersection to determine what measures should be taken to improve traffic flow and safety.

SERVICE IMPACT: Slight increase in operating and maintenance costs associated with signal. Improved levels of service through intersection.

IMPACT IF NOT FUNDED: Increased traffic congestion and delays.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2000

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #31-Broadway / West Street Intersection (McKee Square) Signalization

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	1,800,000	1,800,000
General	Impact Fees Traf Dist 3	0	0	0	0	0	0	0	0	200,000	0	200,000
	Total	0	0	0	0	0	0	0	0	200,000	1,800,000	2,000,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General Impact Fees Traf Dist 3	200,000	Traffic assessment and final design of intersection improvements including traffic signalization at West Street and Broadway and modifications to the existing traffic signal at McKee Square. Design includes public outreach with neighborhood.
		<u>\$200,000</u>	2027 Subtotal
2028	General G.O. Bonds	1,800,000	Construction of intersection improvements including traffic signalization at West Street and Broadway and modifications to the existing traffic signal at McKee Square.
		<u>\$1,800,000</u>	2028 Subtotal
	TOTAL	<u>\$2,000,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #34-North Main Street / Storrs Street Intersection Signalization

I. PROJECT TYPE: Intersections

II. LOCATION: North Main at Storrs Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☒ New ☐ Replace ☐ Rebuild ☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

☐ Safety ☐ Mandates ☐ O + M Costs ☐ Facility Cond. ☐ Service Def. ☐ Council Goals ☐ Productivity ☐ Tax Base Exp. ☐ Timeliness

☐ City Master Pl. ☐ Intersection Improvement

DESCRIPTION: The purpose of this project is to study and potentially implement improvements at the North Main Street and Storrs Street intersection. Traffic studies, design, and potential construction of improvements shall be coordinated with CIP 18 Storrs Street Extension North.

SERVICE IMPACT: Increase level of service and reduce delays for south bound, left turn movements from Storrs Street.

IMPACT IF NOT FUNDED: Increased traffic congestion and delays.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2001

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	400,000	0	0	0	0	0	0	0	400,000
	Total	0	0	400,000	0	0	0	0	0	0	0	400,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #34-North Main Street / Storrs Street Intersection Signalization

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	400,000	Final design and construction of intersection improvements. To be coordinated with CIP #18 "Storrs Street North" project. Includes "North Main Street Book-End" paving originally included in CIP 460 Downtown Complete Street Project.
		\$400,000	2021 Subtotal
TOTAL		\$400,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #36-Manchester Street / Route 3 South

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: Manchester Street from Exit 13 Terminus to Pembroke Town Line

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	M	Safety	L	Facility Cond.	N/A	Productivity	
	☐ Replace	H	Mandates	H	Service Def.	N/A	Tax Base Exp.	H City Master Pl.
	☒ Rebuild	M	O + M Costs	H	Council Goals	L	Timeliness	Corridor Improvements
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to widen Manchester Street from 2 to 3 lanes between Garvins Falls Road to Airport Road.

In 2005, City Council approved to proceed with the improvements to Manchester Street consisting of a three lane section from Garvins Falls Road to Banks Chevrolet, acquisition of additional right of way (from an existing 66 feet to 82 feet) to accommodate the relocation of private utilities and the new signalized intersection at Airport Road and Integra Drive (to include five lane approach at the intersection).

In 2012 the Airport Road / Manchester Street intersection was fully reconstructed. The remaining corridor improvement project includes a three lane travel section with new sidewalk on both sides of Manchester Street, vertical curbing and a drainage infiltration system.

Future traffic modeling projects volumes over 50,000 vehicles per day on this corridor. These improvements will improve traffic flow, minimize congestion and increase safety, as well as support limited development within the Garvins Falls Urban Reserve Area Plan.

In the long-term, a five lane wide roadway will be required to support expanded development of the Garvins Falls area, as well as background traffic growth. See Project #43 (Garvins Falls) for additional improvements to the corridor at Old Suncook Road and Manchester Street.

SERVICE IMPACT: Improved traffic flow and reduced delays, as well as safety improvements for vehicles and pedestrians. Increased operational and maintenance costs for new signalized intersections and snow plowing operations. Decreased long term operational and maintenance costs for road repairs.

IMPACT IF NOT FUNDED: Increased congestion, lower level of service and more travel delays. Also, without project, long term development of Garvins Falls Urban Reserve Area and redevelopment potential of the Manchester Street Corridor will be limited.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #36-Manchester Street / Route 3 South

V. PROJECT USEFUL LIFE (In Years): 20 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Sewer	G.O. Bonds	0	0	0	170,000	0	0	0	0	0	0	170,000
General	G.O. Bonds	0	0	0	3,550,000	0	0	0	0	0	0	3,550,000
Water	G.O. Bonds	0	0	0	110,000	0	0	0	0	0	0	110,000
	Total	0	0	0	3,830,000	0	0	0	0	0	0	3,830,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Sewer G.O. Bonds	170,000	Replace approximately 1,100 feet of 15 inch sewer main with a new 18 inch main to provide for future capacity of the municipal system. Recommended in the 2004 Garvin's Falls Reserve Area Sewer Feasibility Report. Replacing deteriorated sanitary sewer service mains and installing new service mains.
	Water G.O. Bonds	110,000	Replace deteriorated service mains, install new service mains, hydrants and valves.
	General G.O. Bonds	2,750,000	Manchester Street reconstruction to three lanes from Garvin's Falls Road to Airport Road. Improvements include installation of a new storm water conveyance system.
	General G.O. Bonds	800,000	Construction of the signalized intersection of Manchester Street and Old Suncook Road (\$250,000). Discontinue Garvins Falls Road (\$50,000). Construction of the signalized intersection of Manchester Street and Jensen's Mobile Home Park together with related road improvements (\$500,000) . Previously approved by City Council in 2005.
		\$3,830,000	2022 Subtotal
	TOTAL	\$3,830,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #40-Langley Parkway

I. PROJECT TYPE: Streets New Construction

II. LOCATION: Clinton-Pleasant Street; Penacook/Auburn Street; North State Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	H Safety	N/A Facility Cond.	N/A Productivity	
	☐ Replace	N/A Mandates	L Service Def.	N/A Tax Base Exp.	N City Master Pl.
	☐ Rebuild	M O + M Costs	M Council Goals	H Timeliness	Corridor Improvements
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: In the 1950's, the City began planning the construction of a new collector road from Clinton Street in the vicinity of White Farm to North State Street at Penacook Street (3.0 miles) in an effort to alleviate congestion and cut-through traffic in the downtown and central core neighborhood areas by diverting trips which originate and arrive at destinations outside the City proper to the bypass roadway.

Phase I of this connector roadway was initiated in 1995 and included a new signal at the intersection of Pleasant Street and Langley Parkway and associated turn lanes. Phase II of the project involved the completion of the southerly leg of the bypass (approximately 0.75 miles) from Clinton Street to the new signalized intersection at Pleasant Street and Langley Parkway. Construction was completed in 2008.

Phase III includes the northerly extension of the bypass (approximately 2.25 miles) from Pleasant Street (via Langley Parkway) to Rumford and Penacook Streets.

SERVICE IMPACT: Phase II has proven to reduce traffic congestion on South Fruit, Pleasant and Clinton Streets. Provides alternative access to Central Regional Medical Complex.

Phase III reduces traffic congestion and through traffic in residential areas north and south of Pleasant Street.

Increased O&M and snow plowing operational costs.

IMPACT IF NOT FUNDED: Regional Medical facility remains with single access. Additional corridor improvements needed along Pleasant, South Fruit and Clinton Streets entirely at the City's cost.

IV PREVIOUS FISCAL YEAR AUTHORIZED: May 1996

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

20

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

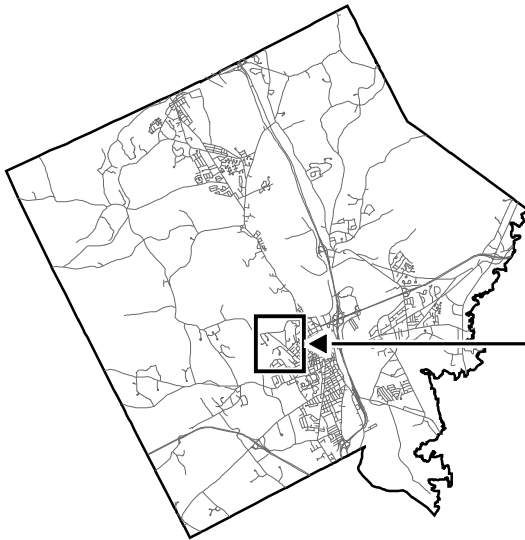
PROJECT: CD-ENGINEERING SERVICES #40-Langley Parkway

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	350,000*	2,860,400	0	6,795,000	0	0	0	0	0	0	10,005,400
General	Donations	350,000*	2,860,400	0	0	0	0	0	0	0	0	3,210,400
	Total	700,000	5,720,800	0	6,795,000	0	0	0	0	0	0	13,215,800

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General Donations	350,000	Private contribution portion of project (50%).
	General G.O. Bonds	350,000	Final design, permitting and right-of-way easement acquisition for Phase III construction. City portion of project (50%).
		<u>\$700,000</u>	2019 Subtotal
2020	General Donations	2,860,400	Private contribution portion of project (50%).
	General G.O. Bonds	2,860,400	Phase III-A Construction - Construction of Langley Parkway from Pleasant Street to Auburn/Penacook Street. City portion of project (50%).
		<u>\$5,720,800</u>	2020 Subtotal
2022	General G.O. Bonds	6,795,000	Phase III-B Construction - Construction of Langley Parkway from Auburn/Penacook Street to Boutin Street/North State Street.
		<u>\$6,795,000</u>	2022 Subtotal
	TOTAL	<u>\$13,215,800</u>	



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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

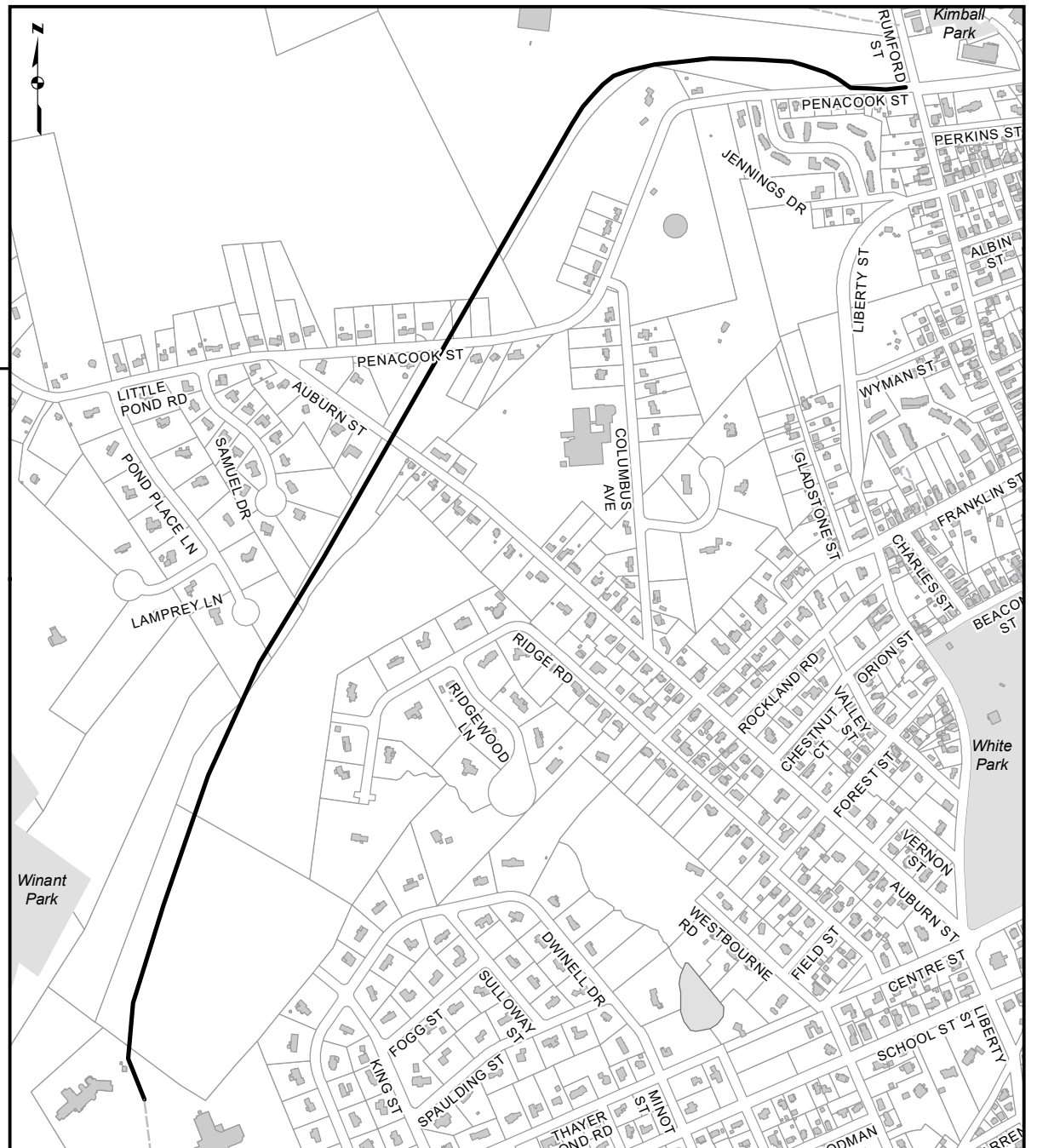
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Not to Scale



**FY 2019
CIP PROJECT #40**

LANGLEY PARKWAY



**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #51-White Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: White Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	<u>M</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☒ Replace	<u>N/A</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>M</u> City Master Pl.
	☒ Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	Parks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to make routine capital investments to repair or replace infrastructure at White Park.

In FY2001, funds were appropriated to construct upgrades to the parking lot and hockey rink. The park master plan was completed in 2005 resulting in the preparation of a multi-year, phased capital project program. This CIP continues supporting the vision created by the 2005 Master Plan.

SERVICE IMPACT: Improved usability, appearance and community satisfaction as well as potentially decreased liability.

IMPACT IF NOT FUNDED: Facilities overtime will deteriorate thereby increasing community dissatisfaction, disuse, and avoidance of this recreational asset. Also, deferred maintenance will result in higher repair costs in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Transfer	0	0	0	0	0	0	0	0	10,000	0	10,000
General	G.O. Bonds	30,000	45,000	185,000	250,000	50,000	85,000	0	0	0	25,000	670,000
	Total	30,000	45,000	185,000	250,000	50,000	85,000	0	0	10,000	25,000	680,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #51-White Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	30,000	Replace basketball / hockey lights with energy efficient LED units.
		<u>\$30,000</u>	2019 Subtotal
2020	General G.O. Bonds	45,000	Masonry repairs and rebuild to Trolley stop and wall.
		<u>\$45,000</u>	2020 Subtotal
2021	General G.O. Bonds	125,000	Phase I of perimeter ornamental fence repair / replacement.
	General G.O. Bonds	60,000	Full depth reconstruction of basketball court.
		<u>\$185,000</u>	2021 Subtotal
2022	General G.O. Bonds	125,000	Repair White Street Parking Lot porous pavement.
	General G.O. Bonds	125,000	Phase II of perimeter ornamental fence repair / replacement.
		<u>\$250,000</u>	2022 Subtotal
2023	General G.O. Bonds	50,000	Repair the retaining wall on the north side of the basket ball court.
		<u>\$50,000</u>	2023 Subtotal
2024	General G.O. Bonds	60,000	Rehabilitate the impervious surface of the hockey rink.
	General G.O. Bonds	25,000	Replacement of all hockey rink boards and doors.
		<u>\$85,000</u>	2024 Subtotal
2027	General Capital Transfer	10,000	Crack seal & surface coat basketball court.
		<u>\$10,000</u>	2027 Subtotal
2028	General G.O. Bonds	25,000	Replace Irrigation system pump.
		<u>\$25,000</u>	2028 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#51-White Park	
	TOTAL		\$680,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #52-Keach Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Loudon and Canterbury Roads and Newton Avenue

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☒ New ☐ H Safety ☐ M Facility Cond. ☐ N/A Productivity
☒ Replace ☐ N/A Mandates ☐ M Service Def. ☐ N/A Tax Base Exp. ☐ H City Master Pl.
☒ Rebuild ☐ H O + M Costs ☐ N/A Council Goals ☐ M Timeliness ☐ Parks
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Keach Park.

SERVICE IMPACT: Routine repair and replacement of park amenities will maintain customer service, reduce operating cost, and minimize liability associated with deteriorated facilities.

IMPACT IF NOT FUNDED: The park will not meet the growing needs of the community and neighborhood if improvements are not made to keep pace with demands.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Transfer	0	0	0	40,000	0	0	0	0	0	0	40,000
General	G.O. Bonds	60,000	0	0	500,000	0	0	20,000	620,000	0	93,000	1,293,000
	Total	60,000	0	0	540,000	0	0	20,000	620,000	0	93,000	1,333,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #52-Keach Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	60,000	Install 2,000 +/- linear feet of paved pathway, 6' wide with bump outs to connect Canterbury Road Community Center to parking area adjacent to playground.
		\$60,000	2019 Subtotal
2022	General G.O. Bonds	400,000	Design and construction of lighting improvements at one soccer field for night games.
	General G.O. Bonds	100,000	Replace playground equipment.
	General Capital Transfer	40,000	Replace irrigation system pump and appurtenances.
		\$540,000	2022 Subtotal
2025	General G.O. Bonds	20,000	Add water line and grade area for new outdoor skating area.
		\$20,000	2025 Subtotal
2026	General G.O. Bonds	620,000	Acquisition of property for park expansion.
		\$620,000	2026 Subtotal
2028	General G.O. Bonds	75,000	Addition of adult exercise equipment with poured in place safety surfacing.
	General G.O. Bonds	18,000	Installation of irrigation for turfing areas adjacent to the new Canterbury Road Community Center.
		\$93,000	2028 Subtotal
	TOTAL	\$1,333,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #54-Russell Martin Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Iron Works Road and Birch Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ L	Safety	☐ L	Facility Cond.	☐ N/A	Productivity	
SERVED:	☐ Replace	☐ N/A	Mandates	☐ M	Service Def.	☐ N/A	Tax Base Exp.	☐ H City Master Pl.
	☐ Rebuild	☐ N/A	O + M Costs	☐ N/A	Council Goals	☐ M	Timeliness	Parks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Russell Martin Park. Some improvements described herein stem from a design meeting of landscape professionals held in late 1996. In FY1998 access drives and parking were configured for interim use.

A multi phased approach is recommended. Phase I and I will develop playing fields (including under drainage) and Phase III will complete parking lot pavement, driveways, timber rail, and landscaping.

SERVICE IMPACT: The proposed improvements will result in significant enhancements to an underutilized recreational asset, thereby expanding the City's capacity for field based sporting events.

IMPACT IF NOT FUNDED: Capacity for field based youth sports will remain limited.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	0	0	625,000	0	700,000	0	200,000	0	1,525,000
	Total	0	0	0	0	625,000	0	700,000	0	200,000	0	1,525,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #54-Russell Martin Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	625,000	Design and Construction - West side playing field including drainage and irrigation
		<u>\$625,000</u>	2023 Subtotal
2025	General G.O. Bonds	700,000	Design and Construction - East side playing field including drainage and irrigation
		<u>\$700,000</u>	2025 Subtotal
2027	General G.O. Bonds	200,000	Design and construction of parking lot and landscaping improvements
		<u>\$200,000</u>	2027 Subtotal
	TOTAL	<u>\$1,525,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #55-Rolfe Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Center Street, Penacook

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L Safety	M Facility Cond.	N/A Productivity	
SERVED:	☒ Replace	N/A Mandates	M Service Def.	N/A Tax Base Exp.	H City Master Pl.
	☒ Rebuild	N/A O + M Costs	N/A Council Goals	M Timeliness	Parks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Rolfe Park.

In 2001, the parking area was reshaped and paved. New fencing was installed at the tennis courts. New perimeter fencing was installed along southwest corner of park.

CIP shows continued maintenance of existing park assets.

SERVICE IMPACT: Improved usability and community satisfaction as well as potentially decreased liability.

IMPACT IF NOT FUNDED: Deferred maintenance will result in higher repair costs in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	60,000	13,000	70,000	120,000	60,000	0	0	200,000	20,000	0	543,000
	Total	60,000	13,000	70,000	120,000	60,000	0	0	200,000	20,000	0	543,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #55-Rolfe Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	60,000	Full depth renovation of current basketball court. Includes installation of new acrylic backboards and perimeter fencing.
		\$60,000	2019 Subtotal
2020	General G.O. Bonds	13,000	Crack seal, colorize and stripe existing two (2) tennis courts.
		\$13,000	2020 Subtotal
2021	General G.O. Bonds	70,000	Removal of 2 old tennis courts currently closed for safety issues, reuse as area for adult exercise equipment utilizing poured in place safety surfacing.
		\$70,000	2021 Subtotal
2022	General G.O. Bonds	100,000	Replace playground equipment utilizing poured in place safety surfacing
	General G.O. Bonds	20,000	Piping, heads and installation of irrigation system to softball/soccer field
		\$120,000	2022 Subtotal
2023	General G.O. Bonds	60,000	Phase I of irrigation system installation- pump station, pipe, irrigation heads for baseball/soccer fields (3.5 acres)
		\$60,000	2023 Subtotal
2026	General G.O. Bonds	200,000	Funds to renovate existing parking lot
		\$200,000	2026 Subtotal
2027	General G.O. Bonds	20,000	Crack seal, colorize and stripe two tennis courts and one basketball court
		\$20,000	2027 Subtotal
	TOTAL	\$543,000	

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #56-Rollins Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Bow Street and Broadway

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	M	Safety	L	Facility Cond.	N/A	Productivity	
SERVED:	☒ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	H City Master Pl.
	☒ Rebuild	M	O + M Costs	N/A	Council Goals	M	Timeliness	Parks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Rollins Park. Projects are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve existing and future residents. Improvements include upgrades to the parking lot, landscaping, the baseball and softball fields, the playground area, as well as walkways to meet accessibility standards.

SERVICE IMPACT: Improved usability, appearance, and community satisfaction, as well as potentially decreased liability for the premier recreational facility of the South End.

IMPACT IF NOT FUNDED: Deterioration of facilities will accelerate, increasing community dissatisfaction, disuse, and avoidance of this recreational asset. Also, deferred maintenance will result in higher repair costs in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	70,000	80,000	230,000	0	0	0	200,000	175,000	14,000	0	769,000
	Total	70,000	80,000	230,000	0	0	0	200,000	175,000	14,000	0	769,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #56-Rollins Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	70,000	Phase 2 Stone Wall Repair. Repair and repoint stone wall along Broadway. Phase 1 was completed in FY17.
		\$70,000	2019 Subtotal
2020	General G.O. Bonds	80,000	Phase 3 Stone Wall Repair. Repair and repoint stone wall along Broadway.
		\$80,000	2020 Subtotal
2021	General G.O. Bonds	150,000	Full depth renovation for basketball and tennis courts per master plan. Includes new standards, acrylic backboards, new tennis posts, perimeter fencing with gates, and replacing old lights with new energy efficient LED lights.
	General G.O. Bonds	40,000	Install automatic irrigation to Rollins Park athletic fields (softball and baseball field which turn into a Field Hockey Field during the fall months)
	General G.O. Bonds	40,000	Replace baseball and softball field backstops.
		\$230,000	2021 Subtotal
2025	General G.O. Bonds	200,000	Replace playground equipment utilizing poured in place safety surfacing.
		\$200,000	2025 Subtotal
2026	General G.O. Bonds	175,000	Restore functionality of old moat/water feature, including adding water, decorative aeration fountain and protective fencing.
		\$175,000	2026 Subtotal
2027	General G.O. Bonds	14,000	Crack seal, colorize and stripe basketball and tennis court.
		\$14,000	2027 Subtotal
	TOTAL	\$769,000	

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #57-Gustaf H. Lehtinen Park/Hero's Bridge

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Horse Hill Road

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ L	Safety	☐ N/A	Facility Cond.	☐ N/A	Productivity	
SERVED:	☒ Replace	☐ N/A	Mandates	☐ L	Service Def.	☐ N/A	Tax Base Exp.	☐ L City Master Pl.
	☐ Rebuild	☐ N/A	O + M Costs	☐ N/A	Council Goals	☐ L	Timeliness	Parks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Maintenance of multi-purpose bridge installed over the Contoocook River in 2008/2009.

SERVICE IMPACT: Maintenance of the bridge will ensure that it remains a safe and useful asset for residents.

IMPACT IF NOT FUNDED: Condition of bridge could deteriorate thereby causing liability for the City.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2009 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	110,000	110,000
	Total	0	0	0	0	0	0	0	0	0	110,000	110,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	110,000	Structural inspection and maintenance of recreation bridge structure and trail approaches.
		\$110,000	2028 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#57-Gustaf H. Lehtinen Park/Hero's Bridge
	TOTAL	\$110,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #59-Terrill Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Old Turnpike Road at Manchester Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ Safety	☐ Facility Cond.	☐ Productivity	
SERVED:	☐ Replace	☐ Mandates	☐ Service Def.	☐ Tax Base Exp.	☐ City Master Pl.
	☐ Rebuild	☐ O + M Costs	☐ Council Goals	☐ Timeliness	☐ Parks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: In 2009, staff coordinated a review of the previous master plan and presented options to the Recreation and Parks Advisory Committee (RPAC). The park plan recognized the need for expanded athletic field capacity at this location and now includes the design and construction of a premiere synthetic turf multi-purpose athletic field, grandstands, supportive team rooms, concessions, and storage buildings, sports lighting along with parking facilities and related utilities.

In FY2017 the consulting firm VHB was engaged to undertake preliminary design of proposed improvements, as well as update cost estimates for the project.

SERVICE IMPACT: Provide additional appropriate recreation facilities at previously under-utilized park. Terrill Park is a great location for a "gateway park" as it is underused riverfront park.

IMPACT IF NOT FUNDED: Continued community dissatisfaction, disuse, and avoidance of this recreational asset, and increased future costs associated with delayed improvements.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2010

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Donations	0	600,000	0	0	0	0	0	0	0	200,000	800,000
General	G.O. Bonds	0	1,600,000	0	700,000	0	0	400,000	0	0	0	2,700,000
	Total	0	2,200,000	0	700,000	0	0	400,000	0	0	200,000	3,500,000

CITY OF CONCORD, NEW HAMPSHIRE

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**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #59-Terrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	1,600,000	Phase 1: Construct multi-purpose playing field, lighting, fencing, parking lot improvements, and maintenance/storage building, as well as expanded dog park per 2018 concept plan prepared by VHB and approved by City Council.
	General Donations	600,000	Donations and grants share of project costs.
		<u>\$2,200,000</u>	2020 Subtotal
2022	General G.O. Bonds	700,000	Phase 2: Construct combination bathroom/concession building, playground, site walkways, and pedestrian lighting, as well as river walk improvements per 2018 concept plan prepared by VHB and approved by City Council.
		<u>\$700,000</u>	2022 Subtotal
2025	General G.O. Bonds	400,000	Phase 3 - Construct pavilion per 2018 concept plan prepared by VHB and approved by City Council.
		<u>\$400,000</u>	2025 Subtotal
2028	General Donations	200,000	Placeholder for potential playground expansion.
		<u>\$200,000</u>	2028 Subtotal
	TOTAL	<u>\$3,500,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #60-Kiwanis (Waterfront) Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Loudon Road (Adjacent to Everett Arena)

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	L Safety	N/A Facility Cond.	N/A Productivity	
SERVED:	☐ Replace	N/A Mandates	L Service Def.	N/A Tax Base Exp.	H City Master Pl.
	☐ Rebuild	M O + M Costs	N/A Council Goals	M Timeliness	Parks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: In 2017 staff coordinated a review of a previous master plans and presented options to the Arena Advisory Committee (AAC), as well as the Recreation and Parks Advisory Committee (RPAC). Both committees agreed on improving the current amenities rather than design an entirely new park. The new park plan recognized the need to relocate the skate board park to another area within the park, as well as add field event space and a new pavilion near the river. The project will also feature improved parking for the park and the Everett Arena.

SERVICE IMPACT: Long range plan for expansion and full utilization of this City owned property.

IMPACT IF NOT FUNDED: A significant recreational asset will remain underdeveloped.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	120,000	350,000	450,000	400,000	0	0	0	0	0	1,320,000
General	Donations	0	0	50,000	0	0	0	0	0	0	0	50,000
	Total	0	120,000	400,000	450,000	400,000	0	0	0	0	0	1,370,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #60-Kiwanis (Waterfront) Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	120,000	Design and permitting for park improvements (Skateboard Park, Covered Pavilion, and Field/Event Space).
		<u>\$120,000</u>	2020 Subtotal
2021	General G.O. Bonds	350,000	Design and construct new skateboard park and associated lighting.
	General Donations	50,000	Donation and grant share of the new skate board park.
		<u>\$400,000</u>	2021 Subtotal
2022	General G.O. Bonds	250,000	Design and construct a covered Pavilion.
	General G.O. Bonds	200,000	Design and construct multipurpose field / event space.
		<u>\$450,000</u>	2022 Subtotal
2023	General G.O. Bonds	400,000	Design and construction of parking lot improvements for the park. Pavement shall consist of traditional asphalt pavement, as well as turf parking surfaces. Parking lot improvements for the park shall be coordinated with proposed parking lot improvements for the Arena.
		<u>\$400,000</u>	2023 Subtotal
TOTAL		<u>\$1,370,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #63-City Wide Recreation Facility Improvements

I. PROJECT TYPE: Public Buildings

II. LOCATION: Various City Locations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	M	Safety	M	Facility Cond.	N/A	Productivity	
SERVED:	☒ Replace	N/A	Mandates	M	Service Def.	N/A	Tax Base Exp.	H City Master Pl.
	☒ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness	Public Facilities
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide for renovation and repair of Recreation Facilities throughout the city, including 7 neighborhood pools, as well as the West Street Ward House, Green Street Community Center, and City Auditorium. Improvements for the City-wide Community Center at Canterbury Road are addressed in CIP 443.

SERVICE IMPACT: Increased usability and reduced maintenance.

IMPACT IF NOT FUNDED: Deterioration of buildings will accelerate.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	85,000	225,000	550,000	217,000	400,000	550,000	550,000	200,000	200,000	200,000	3,177,000
	Total	85,000	225,000	550,000	217,000	400,000	550,000	550,000	200,000	200,000	200,000	3,177,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #63-City Wide Recreation Facility Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	45,000	Repair granite stairs, repair concrete foundation and repoint exterior masonry at West Street Ward House.
	General G.O. Bonds	20,000	Installation of a pre-action fire suppression system in the Green Street Community Center.
	General G.O. Bonds	20,000	City Auditorium electrical improvements including, but not limited to, replacement of distribution panels, re-wiring emergency exits lights and basement lights, as well as new wiring to circulator pumps and sprinkler compressor.
		\$85,000	2019 Subtotal
2020	General G.O. Bonds	100,000	Replace wood floor at West Street Ward House.
	General G.O. Bonds	100,000	Replace slate roof at West Street Ward House.
	General G.O. Bonds	25,000	Replace chlorinators and pumps at 3 (three) pools.
		\$225,000	2020 Subtotal
2021	General G.O. Bonds	550,000	Merrill Park pool replacement.
		\$550,000	2021 Subtotal
2022	General G.O. Bonds	150,000	Replace Green Street Community Center roof (last done in 1997).
	General G.O. Bonds	35,000	Replace the windows at the West Street Ward House.
	General G.O. Bonds	32,000	Chlorinators and pumps at 4 (four) pools.
		\$217,000	2022 Subtotal
2023	General G.O. Bonds	400,000	White Park pool replacement.
		\$400,000	2023 Subtotal
2024	General G.O. Bonds	550,000	Garrison Park pool replacement.
		\$550,000	2024 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#63-City Wide Recreation Facility Improvements
2025	General G.O. Bonds	550,000 Rollins Park pool replacement.
		\$550,000 2025 Subtotal
2026	General G.O. Bonds	200,000 Placeholder for future project.
		\$200,000 2026 Subtotal
2027	General G.O. Bonds	200,000 Placeholder for future project.
		\$200,000 2027 Subtotal
2028	General G.O. Bonds	200,000 Placeholder for future projects.
		\$200,000 2028 Subtotal
	TOTAL	\$3,177,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #64-Arena Improvements

I. PROJECT TYPE: Arena

II. LOCATION: Everett Arena

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L Safety	M Facility Cond.	L Productivity	
SERVED:	☒ Replace	N/A Mandates	L Service Def.	N/A Tax Base Exp.	N/A City Master Pl.
	☒ Rebuild	L O + M Costs	M Council Goals	M Timeliness	Public Facilities
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to make regular capital investments in the Everett Arena. Projects shall include, but not be limited to, repair / reconstruction of parking lots, electrical improvements, chiller unit replacement, as well as periodic replacement of roofing and exterior siding.

SERVICE IMPACT: Regular capital improvements will help maintain the facility, improve safety, decrease escalations in operating and maintenance expenses, and help keep the facility competitive in the market place.

IMPACT IF NOT FUNDED: The Arena is competing in a very competitive market that has seen dramatic growth in recent years. If the City does not make investments in the property, the arena's market share could be negatively affected, thereby reducing revenues and threatening its ability to remain financially self sufficient.

IV PREVIOUS FISCAL YEAR AUTHORIZED: June 1997 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Arena	Capital Transfer	32,100	0	0	0	0	0	0	0	0	0	32,100
Arena	G.O. Bonds	0	0	175,000	175,000	85,000	650,000	100,000	0	0	0	1,185,000
General	G.O. Bonds	0	0	0	1,025,000	0	0	0	0	0	0	1,025,000
	Total	32,100	0	175,000	1,200,000	85,000	650,000	100,000	0	0	0	2,242,100

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #64-Arena Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Arena Capital Transfer	20,000	Preliminary architectural services for preliminary design of a new lobby.
	Arena Capital Transfer	12,100	Purchase of rental skates for the City operated pro shop (PCR#934)
		<u>\$32,100</u>	2019 Subtotal
2021	Arena G.O. Bonds	175,000	Replace compressors (1960 vintage).
		<u>\$175,000</u>	2021 Subtotal
2022	General G.O. Bonds	1,025,000	General Fund portion of the parking lot reconstruction.
	Arena G.O. Bonds	100,000	Replace Zamboni.
	Arena G.O. Bonds	75,000	Arena portion of parking lot reconstruction.
		<u>\$1,200,000</u>	2022 Subtotal
2023	Arena G.O. Bonds	85,000	Strip and shingle north and south roofs.
		<u>\$85,000</u>	2023 Subtotal
2024	Arena G.O. Bonds	650,000	Final design and construction of a new lobby.
		<u>\$650,000</u>	2024 Subtotal
2025	Arena G.O. Bonds	100,000	Replace Munters Dehumidification System.
		<u>\$100,000</u>	2025 Subtotal
	TOTAL	<u>\$2,242,100</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #65-City Hall Renovations

I. PROJECT TYPE: Public Buildings

II. LOCATION: City Hall - Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ L	Safety	☐ M	Facility Cond.	☐ L	Productivity	
SERVED:	☒ Replace	☐ N/A	Mandates	☐ H	Service Def.	☐ N/A	Tax Base Exp.	☐ H City Master Pl.
	☐ Rebuild	☐ L	O + M Costs	☐ N/A	Council Goals	☐ M	Timeliness	Public Facilities
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to make routine investments to preserve, restore, and maintain City Hall and the Annex. Structural components, exterior integrity, service systems and the appearance of City Hall have deteriorated due to age and myriad of interim fixes. Deterioration is an ongoing issue, which must be continuously addressed in order to prevent more expensive repairs in the future, eliminate potential hazards and liabilities, as well as to maintain employee morale

SERVICE IMPACT: Routine capital investment in City Hall and associated buildings will improve energy efficiency, reduce long-term operating costs, as well as strengthen employee morale and civic pride.

IMPACT IF NOT FUNDED: Deterioration, energy inefficiency and high maintenance costs.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	130,000	1,270,000	455,000	400,000	115,000	10,000	200,000	250,000	200,000	250,000	3,280,000
	Total	130,000	1,270,000	455,000	400,000	115,000	10,000	200,000	250,000	200,000	250,000	3,280,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #65-City Hall Renovations

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	50,000	Facility needs assessment and space planning study for City Hall and Annex.
	General G.O. Bonds	50,000	Fan Coil Unit replacement - Phase II.
	General G.O. Bonds	30,000	Landscape improvements to City Hall front entry along Green Street.
		\$130,000	2019 Subtotal
2020	General G.O. Bonds	565,000	Replacement of concrete sidewalks and patios at City Hall Campus, as well as additional landscape improvements.
	General G.O. Bonds	250,000	Replace the elevator at City Hall.
	General G.O. Bonds	230,000	Replacement of exterior lighting at City Hall
	General G.O. Bonds	155,000	In-kind replacement of City Hall handicap accessible entry ramp. Includes radiant heat.
	General G.O. Bonds	55,000	Updated exterior way finding signage at City Hall.
	General G.O. Bonds	15,000	Flag pole replacement.
		\$1,270,000	2020 Subtotal
2021	General G.O. Bonds	400,000	Masonry improvements. Phase I.
	General G.O. Bonds	35,000	Paint interior and replace carpet in Council Chambers.
	General G.O. Bonds	20,000	Paint and ceiling tiles in select areas of significant wear.
		\$455,000	2021 Subtotal
2022	General G.O. Bonds	400,000	Masonry improvements. Phase II.
		\$400,000	2022 Subtotal
2023	General G.O. Bonds	100,000	Service and upgrade HVAC system and refresh EMS system installed in 2006.
	General G.O. Bonds	15,000	Repair City Hall Annex pre-cast concrete panels.
		\$115,000	2023 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#65-City Hall Renovations	
2024	General G.O. Bonds	10,000	Replace re-heat coils at City Hall at outside air intake.
		<u>\$10,000</u>	2024 Subtotal
2025	General G.O. Bonds	200,000	Placeholder for renovations.
		<u>\$200,000</u>	2025 Subtotal
2026	General G.O. Bonds	200,000	Placeholder for renovations.
	General G.O. Bonds	50,000	Security system installation. Door hardware and card reader system compatible with police building system
		<u>\$250,000</u>	2026 Subtotal
2027	General G.O. Bonds	200,000	Placeholder for renovations.
		<u>\$200,000</u>	2027 Subtotal
2028	General G.O. Bonds	250,000	Placeholder for renovations.
		<u>\$250,000</u>	2028 Subtotal
	TOTAL	<u>\$3,280,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #68-Library

I. PROJECT TYPE: Public Buildings

II. LOCATION: 45 Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L Safety	M Facility Cond.	N/A Productivity	
SERVED:	☒ Replace	N/A Mandates	N/A Service Def.	N/A Tax Base Exp.	H City Master Pl.
	☐ Rebuild	N/A O + M Costs	N/A Council Goals	M Timeliness	Public Facilities
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: In 1995, Tappe and Associates completed a comprehensive architectural survey of the library building at 45 Green Street. Identified in the architectural survey were needed improvements to the roof of the library, windows, exterior surfaces and mechanical systems designed to protect the integrity of the structure. In addition, handicap accessibility related issues were identified and corrections proposed.

In October 2007 an updated library needs assessment was completed by J. Stewart Roberts Associates, Inc. This report, which was accepted by the City Council in December 2007, recommended that the City pursue construction of a new 40,000 SF public library in downtown Concord with associated parking areas. In September 2008 the City Council directed the formation of the 21st Century Library Task Force to conduct a fundraising feasibility study, develop estimates of operating costs for a new facility, as well as formal site selection study. The Task Force presented its findings to the City Council in January 2011. The Task Force's report reaffirmed the findings of the 2007 needs assessment and recommended that the City pursue acquisition of property in downtown for construction of a new facility.

During its review of the CIP in February 2018, the City Council directed the City Administration to revise this project to specifically contemplate renovation and potential expansion of the existing Green Street Library at the Municipal Campus.

SERVICE IMPACT: An updated facilitate improved library services for the community. The project would allow for a greater portion of the Library's collection to be displayed (much is currently in storage). The project would also feature more seating, meeting and programming space, an expanded supply of technology for public use, as well as provide for a more efficient use of building space and better access to parking for patrons.

IMPACT IF NOT FUNDED: Inability of library to expand its service or collection to meet the growing needs of the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #68-Library

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Donations	0	0	0	0	0	0	0	0	95,000	970,000	1,065,000
General	G.O. Bonds	0	0	0	500,000	0	0	0	0	875,000	8,730,000	10,105,000
	Total	0	0	0	500,000	0	0	0	0	970,000	9,700,000	11,170,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	500,000	Funding for property acquisition for expansion of Concord Public Library and associated public parking lot.
		<u>\$500,000</u>	2022 Subtotal
2027	General G.O. Bonds	875,000	Design cost to renovate / expand Green Street. City share (90%).
	General Donations	95,000	Design cost to renovate / expand Green Street. Donation share (10%)
		<u>\$970,000</u>	2027 Subtotal
2028	General G.O. Bonds	8,730,000	Construct renovation / expansion of Green Street Library. Anticipated cost \$9.7M. City share 90%. Renovation: \$7.1M (34,750 SF) Expansion: \$2.6M (8,000 SF)
	General Donations	970,000	Construction cost of new Concord Public Library. Donation share 10%. Projected cost \$9.7M.
		<u>\$9,700,000</u>	2028 Subtotal
	TOTAL	<u>\$11,170,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #71-Runway Protection Zones: Property Acquisition

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☒ New ☐ H Safety ☐ L Facility Cond. ☐ L Productivity
 SERVED: ☐ Replace ☐ H Mandates ☐ L Service Def. ☐ N/A Tax Base Exp. ☐ H City Master Pl.
☐ Rebuild ☐ L O + M Costs ☐ L Council Goals ☐ N/A Timeliness ☐ Airport
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The 2006 Airport Master Plan outlined a capital improvement program to acquire property available in the runway protection zone of runway 17/35 on Grant and Greeley Streets. Property acquisition began in 2005. The City has acquired seven of the eight targeted properties using 2008 FAA Grant. Owner of the eighth property did not wish to sell. City will revisit this possible acquisition with the property owner in the future.

SERVICE IMPACT: Provides for compliance with Federal Aviation Administration mandated control of safety areas.

IMPACT IF NOT FUNDED: Possible loss of future Federal funding for Airport capital projects due to noncompliance with Federal Aviation Administration safety mandates.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Airport	Capital Transfer	0	0	0	0	0	0	23,750	0	0	0	23,750
Other	Federal	0	0	0	0	0	0	427,500	0	0	0	427,500
Other	State	0	0	0	0	0	0	23,750	0	0	0	23,750
	Total	0	0	0	0	0	0	475,000	0	0	0	475,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #71-Runway Protection Zones: Property Acquisition

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Other Federal	427,500	Acquire available property in Runway 17 protection zone. Federal Share.
	Airport Capital Transfer	23,750	City share of acquisition project.
	Other State	23,750	State share of acquisition project.
		\$475,000	2025 Subtotal
TOTAL		\$475,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #72-Runway Pavement Improvements

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>N/A</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☒ Replace	<u>N/A</u>	Mandates	<u>N/A</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>L</u>	Timeliness	Airport
	☒ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Reclaim runways 17/35 and 3/21 as recommended in the 2006 Airport Master Plan.

SERVICE IMPACT: Routine preventative maintenance shall extend the useful life of the asset, as well as reduce long-term maintenance and repair costs.

IMPACT IF NOT FUNDED: Decreased life of pavement resulting in functional obsolete facility and potential loss of market share to other local general aviation airports.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Other	Federal	0	0	0	0	500,000	2,660,000	2,660,000	0	900,000	0	6,720,000
Other	State	0	0	0	0	27,778	147,778	147,778	0	50,000	0	373,334
Airport	Capital Transfer	0	0	0	0	27,778	0	0	0	0	0	27,778
Airport	G.O. Bonds	0	0	0	0	0	147,778	147,778	0	50,000	0	345,556
	Total	0	0	0	0	555,556	2,955,556	2,955,556	0	1,000,000	0	7,466,668

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #72-Runway Pavement Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Other Federal	500,000	Design runway 17/35 reclamation project, including upgraded signage and lighting on the airfield to comply with current FAA regulations. Complete drainage repairs in the vicinity of the ramp area as recommended in the 2006 Airport Master Plan Storm Water Pollution Prevention Plan (SWPPP). The runway will be shifted 300 feet to the south to comply with Runway Safety Determination Study.
	Other State	27,778	Design the reclaim runway 17/35. State share.
	Airport Capital Transfer	27,778	Design the reclaim runway 17/35. City share.
		<u>\$555,556</u>	2023 Subtotal
2024	Other Federal	2,660,000	Reclaim runway 17/35 and upgrade signage and lighting on the airfield to comply with current FAA regulations. Complete drainage repairs in the vicinity of the ramp area as recommended in the Airport Master Plan, SWPPP. North side.
	Airport G.O. Bonds	147,778	Reclaim runway 17/35. City share.
	Other State	147,778	Reclaim runway 17/35. State share.
		<u>\$2,955,556</u>	2024 Subtotal
2025	Other Federal	2,660,000	Reclaim runway 17/35 and upgrade signage and lighting on the airfield to comply with current FAA regulations. Complete drainage repairs in the vicinity of the ramp area as recommended in the Airport Master Plan, SWPPP. South side. Shift runway 300 feet to the south to comply with Runway Determination Safety Study.
	Other State	147,778	Reclaim runway 17/35. State share.
	Airport G.O. Bonds	147,778	Reclaim runway 17/35. City Share.
		<u>\$2,955,556</u>	2025 Subtotal
2027	Other Federal	900,000	Design and Reclaim taxiway on abandoned runway 3/21, north section. Federal share.
	Airport G.O. Bonds	50,000	Reclaim taxiway on abandoned runway 3/21, north section. City share.
	Other State	50,000	Reclaim taxiway on abandoned runway 3/21, north section. State share.
		<u>\$1,000,000</u>	2027 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#72-Runway Pavement Improvements
TOTAL		\$7,466,668

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #75-General Airport Repairs

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New Safety Facility Cond. Productivity
 SERVED: ☒ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☐ Rebuild O + M Costs Council Goals Timeliness
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: Project entails general maintenance of city-owned infrastructure at the airport which are not reimbursable by the Federal Aviation Administration or State of New Hampshire. Typical projects include hanger repairs, improvements to the terminal building, as well as refurbishment of parking areas.

SERVICE IMPACT: Routine maintenance of infrastructure is required in order avoid potential liability with deteriorated facilities as well as to create an environment to spur growth and economic development at the airport.

IMPACT IF NOT FUNDED: Potential health / safety / welfare liabilities to the City due to deteriorated buildings and facilities.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Airport	G.O. Bonds	0	0	0	60,000	0	30,000	0	0	0	0	90,000
Airport	Capital Transfer	20,000	0	15,000	0	25,000	0	10,000	10,000	10,000	0	90,000
	Total	20,000	0	15,000	60,000	25,000	30,000	10,000	10,000	10,000	0	180,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #75-General Airport Repairs

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Airport Capital Transfer	20,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		<u>\$20,000</u>	2019 Subtotal
2021	Airport Capital Transfer	15,000	Hangar maintenance and repairs.
		<u>\$15,000</u>	2021 Subtotal
2022	Airport G.O. Bonds	60,000	Hangar roof replacement.
		<u>\$60,000</u>	2022 Subtotal
2023	Airport Capital Transfer	15,000	Hangar maintenance and repairs.
	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		<u>\$25,000</u>	2023 Subtotal
2024	Airport G.O. Bonds	30,000	Refurbish/replace outdated heating equipment in the terminal building.
		<u>\$30,000</u>	2024 Subtotal
2025	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		<u>\$10,000</u>	2025 Subtotal
2026	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		<u>\$10,000</u>	2026 Subtotal
2027	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		<u>\$10,000</u>	2027 Subtotal
	TOTAL	<u>\$180,000</u>	

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #77-Airport Snow Removal Equipment (SRE) & Equipment Storage Facility

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New Safety Facility Cond. Productivity
 SERVED: ☒ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☐ Rebuild O + M Costs Council Goals Timeliness
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to purchase new winter operations equipment for the Airport, as well as make improvements to the building used to store said equipment.

SERVICE IMPACT: Replacement and upgrade of equipment to insure snow removal at airport to comply with Federal Aviation Administration (FAA) grant assurances. Also to improve productivity of staff.

IMPACT IF NOT FUNDED: Potential loss of future FAA grant funding for infrastructure improvements. Inability to remove snow from airport to meet grant assurances. Inability to keep the Airport operational during winter storms.

IV PREVIOUS FISCAL YEAR AUTHORIZED: July 1999 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Airport	Capital Transfer	0	11,750	0	0	0	0	0	0	35,000	0	46,750
Other	Federal	0	211,500	0	0	0	0	0	0	630,000	0	841,500
Other	State	0	11,750	0	0	0	0	0	0	35,000	0	46,750
	Total	0	235,000	0	0	0	0	0	0	700,000	0	935,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #77-Airport Snow Removal Equipment (SRE) & Equipment Storage Facility

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Other Federal	211,500	Purchase new 10 wheeler dump truck with plow and 2 wings. Federal Share.
	Airport Capital Transfer	11,750	City portion.
	Other State	11,750	State portion.
		\$235,000	2020 Subtotal
2027	Other Federal	630,000	Purchase new snow blower (\$250,000), tow-behind sweeper (\$60,000), sander with liquid system (\$15,000) and ice spreader for dump truck with plow (\$15,000) snow removal equipment. Federal Share.
	Other State	35,000	State share.
	Airport Capital Transfer	35,000	City Share.
		\$700,000	2027 Subtotal
	TOTAL	\$935,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #78-Annual Highway Improvement Program

I. PROJECT TYPE: Street Rehabilitation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ Safety	☐ Facility Cond.	☐ Productivity	
SERVED:	☒ Replace	☐ Mandates	☐ Service Def.	☐ Tax Base Exp.	☐ City Master Pl.
	☐ Rebuild	☐ O + M Costs	☐ Council Goals	☐ Timeliness	Road Resurfacing
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to fund routine repair and reconstruction of City streets, including minor alterations to improve safety and flow of traffic. There are generally two techniques used to improve streets. The first is cold planning / overlaying which involves removal of the top 1-2" of existing pavement with a milling matching, followed by the installation of new pavement. Reclaiming involves in-place crushing and recycling of all underlying asphalt and gravel road base, which is then graded and compacted to form the base for new pavement. All streets scheduled for cold plane / overlay or reclamation will receive drainage improvements, as might be required to correct existing deficiencies in order to prolong longevity of the roadway. Crack sealing is also included within this project in order to prolong the longevity of past paving projects.

SERVICE IMPACT: Improved ride-ability and reduced maintenance. Extend life of road infrastructure.

IMPACT IF NOT FUNDED: Deterioration will accelerate to total failure requiring a more expensive remedy.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Highway Reserve	1,915,000	2,050,000	2,215,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	24,655,000
	Total	1,915,000	2,050,000	2,215,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	24,655,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #78-Annual Highway Improvement Program

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General Highway Reserve	1,525,000	MAINTENANCE OVERLAYS: Badger St; Full Length Borough Rd; River to Blueberry Carter St; Full Length Fowler St; Full Length Laurel St; Full Length Norwich St; Clinton to Wilson Pine St; Full Length RECLAIM: Hillside; Full Length Minot St; Full Length Pleasant St; Fruit St to Rum Hill School St; Westbourne to Rum Hill Westbourne Rd; Full Length Woodman St; Full Length
	General Highway Reserve	200,000	Pavement Preservation.
	General Highway Reserve	150,000	Drainage repairs. Includes \$50,000 for repair of 36 catch basins along Route 3 North.
	General Highway Reserve	25,000	Emergency overlays.
	General Highway Reserve	15,000	Old Loudon Rd./Portsmouth St Realignment
		<u>\$1,915,000</u>	2019 Subtotal

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#78-Annual Highway Improvement Program
2020	General Highway Reserve	1,725,000 MAINTENANCE OVERLAYS: Allison St; Full Length Blake St; Full Length Downing St; Full Length Forest St; Auburn to Ridge Liberty St; Centre to Pleasant Pleasant St; Rum Hill to Langley Parkway Springfield St; Full Length Thayer Pond Rd; Full Length Washington St; Full Length Main to Centre RECLAIM: Bog Rd; Full Length Joffre St; Full Length Ridge Rd; Full Length
	General Highway Reserve	200,000 Pavement Preservation.
	General Highway Reserve	100,000 Drainage repairs.
	General Highway Reserve	25,000 Emergency overlays.
		\$2,050,000 2020 Subtotal
2021	General Highway Reserve	1,890,000 Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General Highway Reserve	200,000 Pavement Preservation.
	General Highway Reserve	100,000 Drainage repairs.
	General Highway Reserve	25,000 Emergency overlays.
		\$2,215,000 2021 Subtotal
2022	General Highway Reserve	2,050,000 Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General Highway Reserve	200,000 Pavement Preservation.
	General Highway Reserve	100,000 Drainage repairs.
	General Highway Reserve	25,000 Emergency overlays.
		\$2,375,000 2022 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

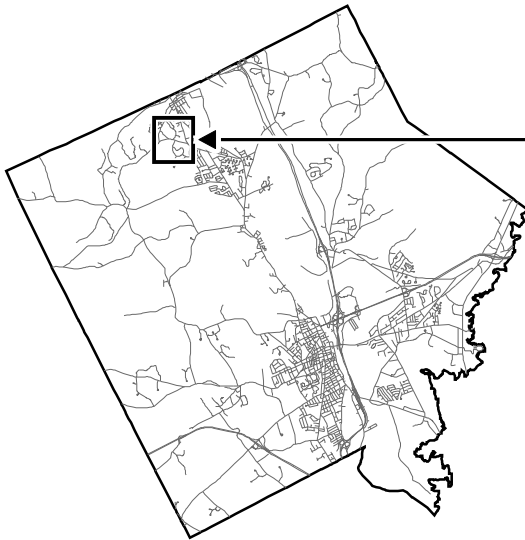
**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES		#78-Annual Highway Improvement Program	
2023	General	Highway Reserve	2,225,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement Preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			\$2,550,000	2023 Subtotal
2024	General	Highway Reserve	2,385,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement Preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			\$2,710,000	2024 Subtotal
2025	General	Highway Reserve	2,385,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement Preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			\$2,710,000	2025 Subtotal
2026	General	Highway Reserve	2,385,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement Preservation.
	General	Highway Reserve	100,000	Drainage repairs
	General	Highway Reserve	25,000	Emergency overlays.
			\$2,710,000	2026 Subtotal
2027	General	Highway Reserve	2,385,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement Preservation.
	General	Highway Reserve	100,000	Drainage repairs
	General	Highway Reserve	25,000	Emergency overlays.

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#78-Annual Highway Improvement Program	
		\$2,710,000	2027 Subtotal
2028	General Highway Reserve	2,385,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General Highway Reserve	200,000	Pavement Preservation.
	General Highway Reserve	100,000	Drainage repair
	General Highway Reserve	25,000	Emergency overlays
		\$2,710,000	2028 Subtotal
	TOTAL	\$24,640,000	

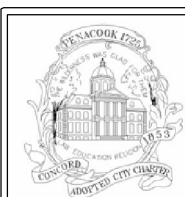


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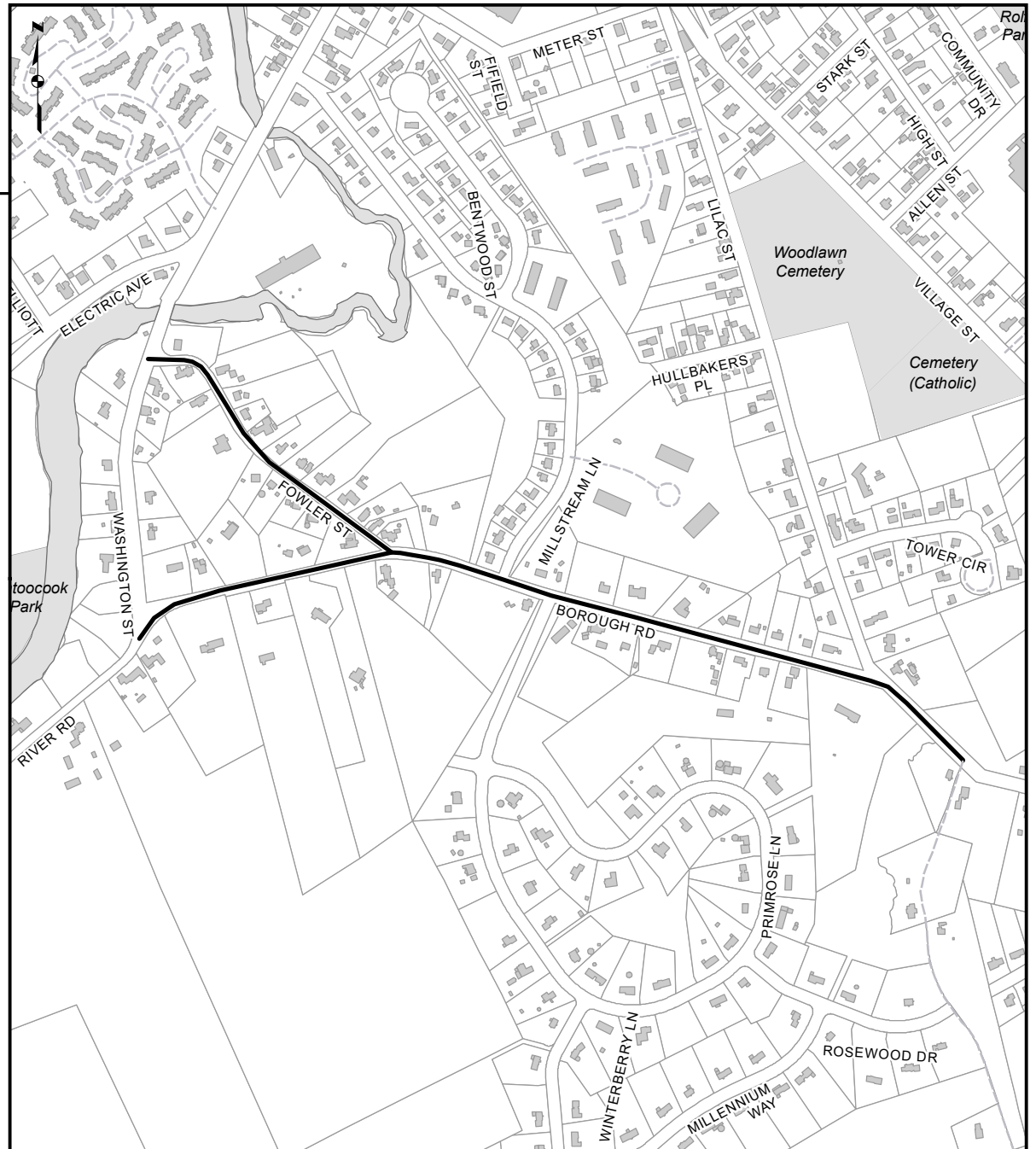
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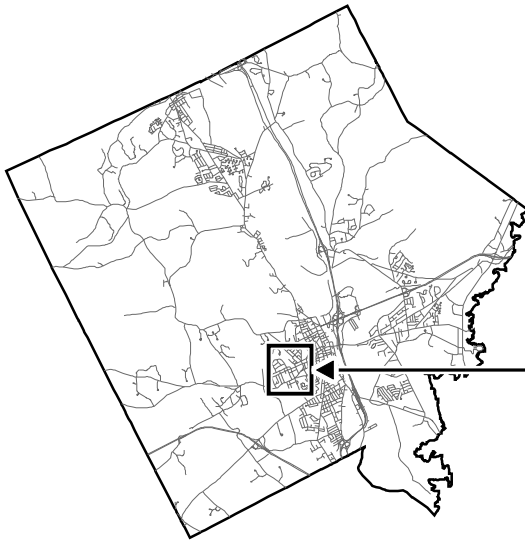
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**FY 2019
CIP PROJECT #78**

**ANNUAL HIGHWAY
IMPROVEMENT PROGRAM**



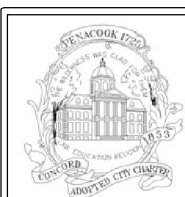


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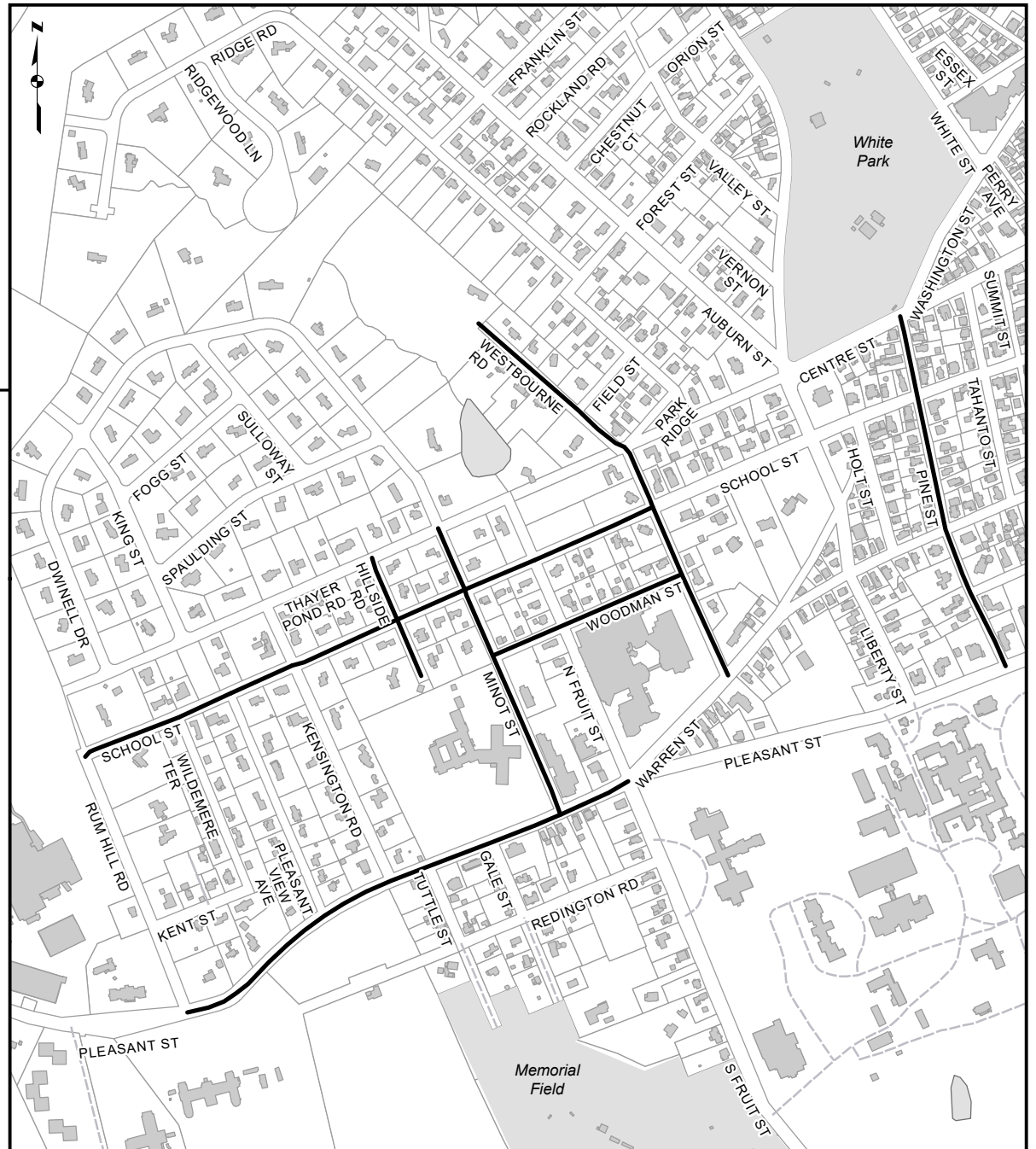
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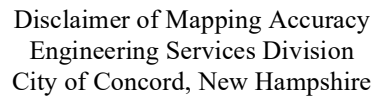
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**FY 2019
CIP PROJECT #78**

**ANNUAL HIGHWAY
IMPROVEMENT PROGRAM**

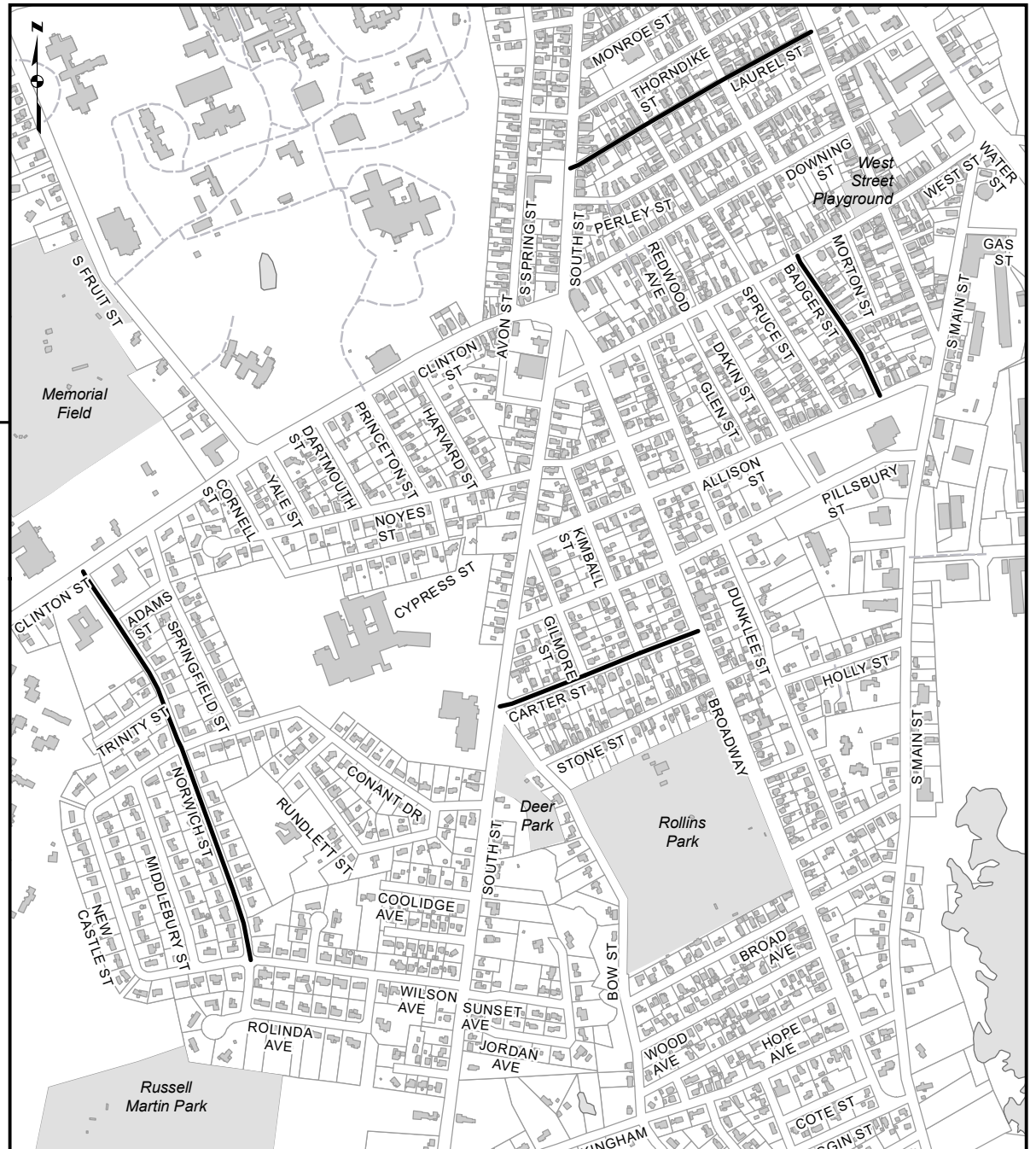




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***FY 2019
CIP PROJECT #78***

**ANNUAL HIGHWAY
IMPROVEMENT PROGRAM**



**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #83-Storm Water Improvements

I. PROJECT TYPE: Storm Sewer

II. LOCATION: Concord/Penacook - City Proper and Downtown location areas with closed drainage systems would be prioritized for initial construction.

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	N/A	Safety	N/A	Facility Cond.	N/A	Productivity	
	☐ Replace	M	Mandates	H	Service Def.	N/A	Tax Base Exp.	M City Master Pl.
	☐ Rebuild	H	O + M Costs	N/A	Council Goals	M	Timeliness	Other
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: A City-wide master plan of existing storm drainage facilities was completed and approved by City Council in 2007. The study includes a comprehensive field assessment of existing conditions, location surveys and mapping of the entire drainage system/drainage areas in the GIS system. Results of the study are being used to prioritize maintenance activities and provide a plan for storm drainage replacement and/or expansion of the system.

The purpose of this project is to design and construct replacement and significant improvements to the City's storm water drainage system, including the potential to create a dedicated funding source through the development of a storm water enterprise fund.

SERVICE IMPACT: Provides for long-term prioritization of storm sewer repairs and replacement and evaluation of system adequacy to meet regulatory requirements.

IMPACT IF NOT FUNDED: Potential for system failures and regulatory violations.

IV PREVIOUS FISCAL YEAR AUTHORIZED: June 1997 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	775,000	300,000	100,000	650,000	1,250,000	1,250,000	1,250,000	1,500,000	1,500,000	1,500,000	10,075,000
	Total	775,000	300,000	100,000	650,000	1,250,000	1,250,000	1,250,000	1,500,000	1,500,000	1,500,000	10,075,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #83-Storm Water Improvements

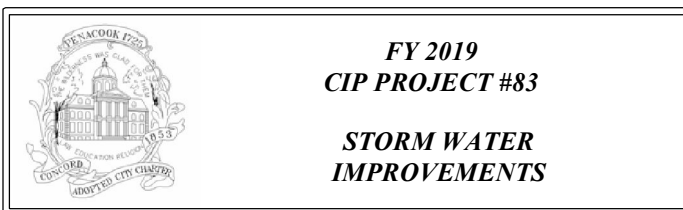
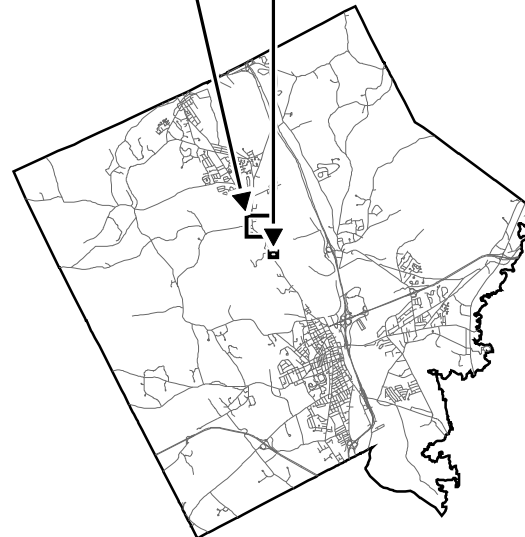
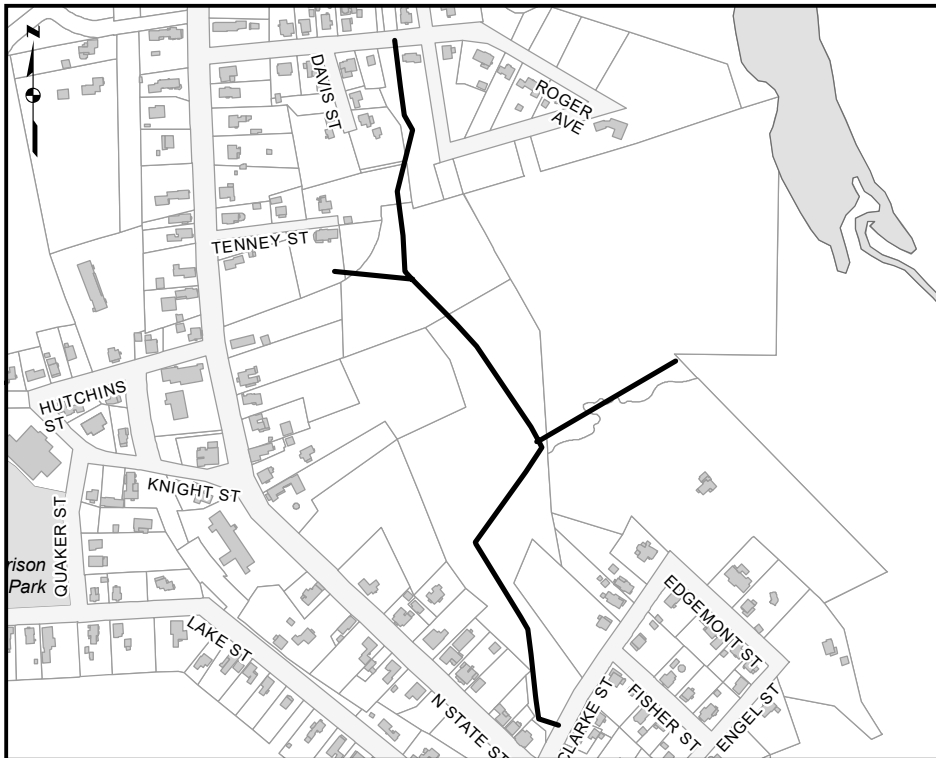
VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	425,000	Sewer Interceptor/Drainage Channel Restoration - Area B (Abbottville/Hood Outfall Area)
	General G.O. Bonds	50,000	Sewer Interceptor/Drainage Channel Restoration - Area A (Roger/Tenney St. Outfall Area)
	General G.O. Bonds	50,000	Hydraulically clean the portion of storm drain from Commercial Street to Fort Eddy Road.
	General G.O. Bonds	250,000	Portsmouth Street culvert replacement project. Supplements funds from FY2017 (\$350,000).
		<u>\$775,000</u>	2019 Subtotal
2020	General G.O. Bonds	300,000	Design, permitting, and construction of culvert replacement on Alder Creek Drive (Beaver Meadow Brook).
		<u>\$300,000</u>	2020 Subtotal
2021	General G.O. Bonds	100,000	Design and permitting Lincoln Street drainage improvements.
		<u>\$100,000</u>	2021 Subtotal
2022	General G.O. Bonds	650,000	Construction of drainage improvements within the Lincoln Street drainage area.
		<u>\$650,000</u>	2022 Subtotal
2023	General G.O. Bonds	1,250,000	Placeholder: Major drainage infrastructure improvements.
		<u>\$1,250,000</u>	2023 Subtotal
2024	General G.O. Bonds	1,250,000	Placeholder: Major drainage infrastructure improvements.
		<u>\$1,250,000</u>	2024 Subtotal
2025	General G.O. Bonds	1,250,000	Placeholder: Major drainage infrastructure improvements.
		<u>\$1,250,000</u>	2025 Subtotal
2026	General G.O. Bonds	1,500,000	Placeholder: Major drainage infrastructure improvements.

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#83-Storm Water Improvements	
		\$1,500,000	2026 Subtotal
2027	General G.O. Bonds	1,500,000	Placeholder: Major drainage infrastructure improvements.
		\$1,500,000	2027 Subtotal
2028	General G.O. Bonds	1,500,000	Placeholder: Major drainage infrastructure improvements.
		\$1,500,000	2028 Subtotal
	TOTAL	\$10,075,000	

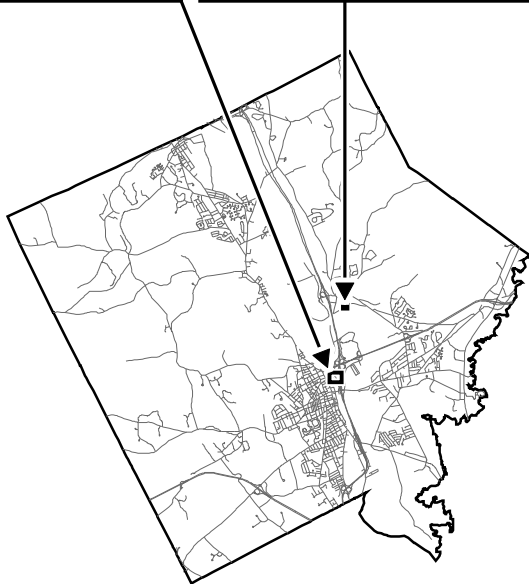
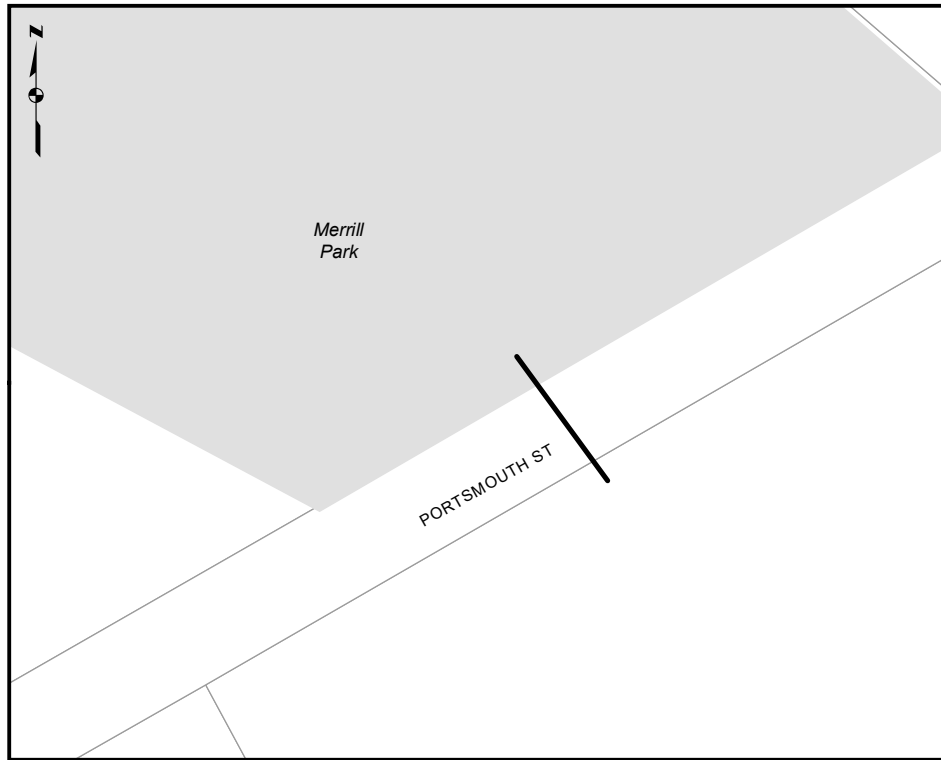
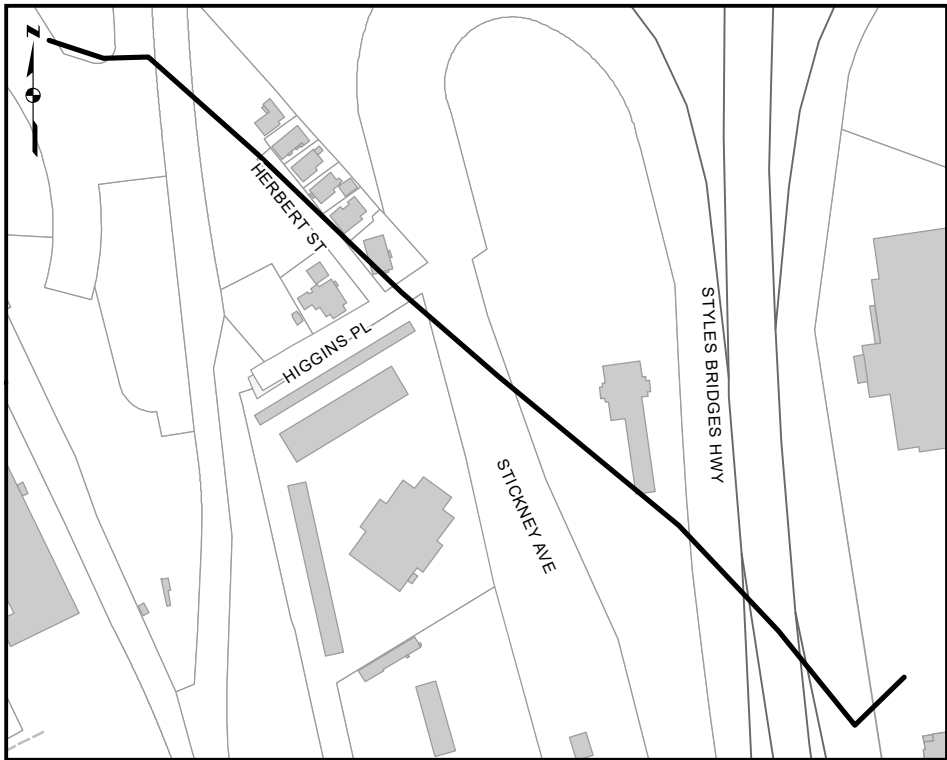


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**FY 2019
CIP PROJECT #83**

**STORM WATER
IMPROVEMENTS**

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**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #84-Water Main Cleaning & Lining

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New Safety Facility Cond. Productivity
 SERVED: ☒ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☒ Rebuild O + M Costs Council Goals Timeliness
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to provide for routine cleaning and lining of potable water mains throughout the City.

SERVICE IMPACT: Routine cleaning and lining helps to maintain water quality, as well as water pressure. Project will also help eliminate leaks.

IMPACT IF NOT FUNDED: Decreased quality of water for users. Higher costs to repair or replace water mains in the future. Potential loss of water due to leaks in systems.

IV. PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Water	G.O. Bonds	0	0	0	0	0	475,000	0	250,000	0	800,000	1,525,000
	Total	0	0	0	0	0	475,000	0	250,000	0	800,000	1,525,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Water G.O. Bonds	475,000	Design and line approximately 2,800 LF of 10" water main on School Street from Rumhill Rd. to Westbourne Rd.
		\$475,000	2024 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#84-Water Main Cleaning & Lining	
2026	Water G.O. Bonds	250,000	Design and line approximately 1,250 LF of 8" water mains on Orion Street and Valley Road.
		\$250,000	2026 Subtotal
2028	Water G.O. Bonds	800,000	Design and line Fernald, 532 LF; Lawrence, 1,150 LF; Ormond, 650 LF; Winthrop, 720 LF; Elliott, 450 LF; Fifield, 200 LF; Hullbakers, 365 LF and Welch St, 285 LF.
		\$800,000	2028 Subtotal
	TOTAL	\$1,525,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #85-Water Main Replacement

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☐ New ☐ L Safety ☐ H Facility Cond. ☐ N/A Productivity
☒ Replace ☐ N/A Mandates ☐ H Service Def. ☐ N/A Tax Base Exp. ☐ H City Master Pl.
☐ Rebuild ☐ N/A O + M Costs ☐ N/A Council Goals ☐ H Timeliness Water
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to routinely replace existing water mains, which are either undersized or in too poor of condition to clean and line, with new pipe.

SERVICE IMPACT: Corrects inadequacies in and improves hydraulic configuration of distribution system. Corrects water quality deficiencies when cleaning and lining would be ineffective or of limited value.

IMPACT IF NOT FUNDED: Decreased quality of water for users. Higher costs to repair or replace water mains in the future. Potential loss of water due to leaks in systems.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 90

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Water	Capital Close-out	34,155	0	0	0	0	0	0	0	0	0	34,155
Water	G.O. Bonds	1,170,000	700,000	900,000	790,000	825,000	0	0	0	0	0	4,385,000
	Total	1,204,155	700,000	900,000	790,000	825,000	0	0	0	0	0	4,419,155

CITY OF CONCORD, NEW HAMPSHIRE

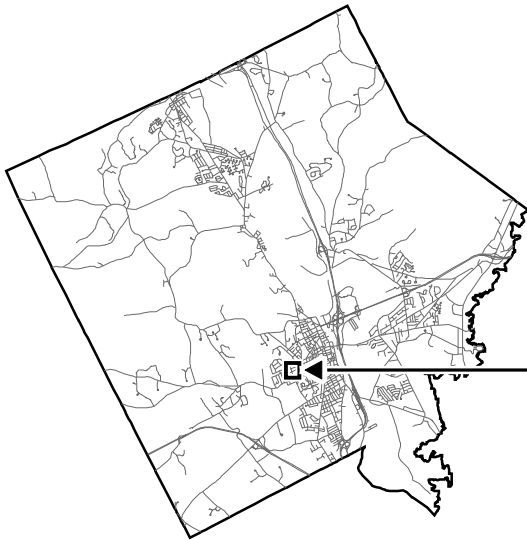
**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #85-Water Main Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Water G.O. Bonds	1,170,000	Design and replace 2,870 feet of 6 and 8 inch mains on Westborne Road, Woodman Street, and Minot Streets.
	Water Capital Close-out	34,155	Closeout portion of FY2019 Project.
		\$1,204,155	2019 Subtotal
2020	Water G.O. Bonds	700,000	Design and replace 1,500 feet of 6 inch main on Joffre Street.
		\$700,000	2020 Subtotal
2021	Water G.O. Bonds	900,000	Design and replace 2,460 feet of 8 inch main on Curtice Ave., Foster St., Prospect St., Blanchard St. and Perkins Ct.
		\$900,000	2021 Subtotal
2022	Water G.O. Bonds	790,000	Design and replace 1,900 feet of 6 inch main on Lawrence Street.
		\$790,000	2022 Subtotal
2023	Water G.O. Bonds	825,000	Design and replace 8 inch main on Hullbakers Place, B St., Heights Rd., Vernon St., Elliot St., Essex St., and Rolinda Ave.
		\$825,000	2023 Subtotal
	TOTAL	\$4,419,155	

CITY OF CONCORD, NEW HAMPSHIRE

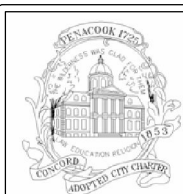


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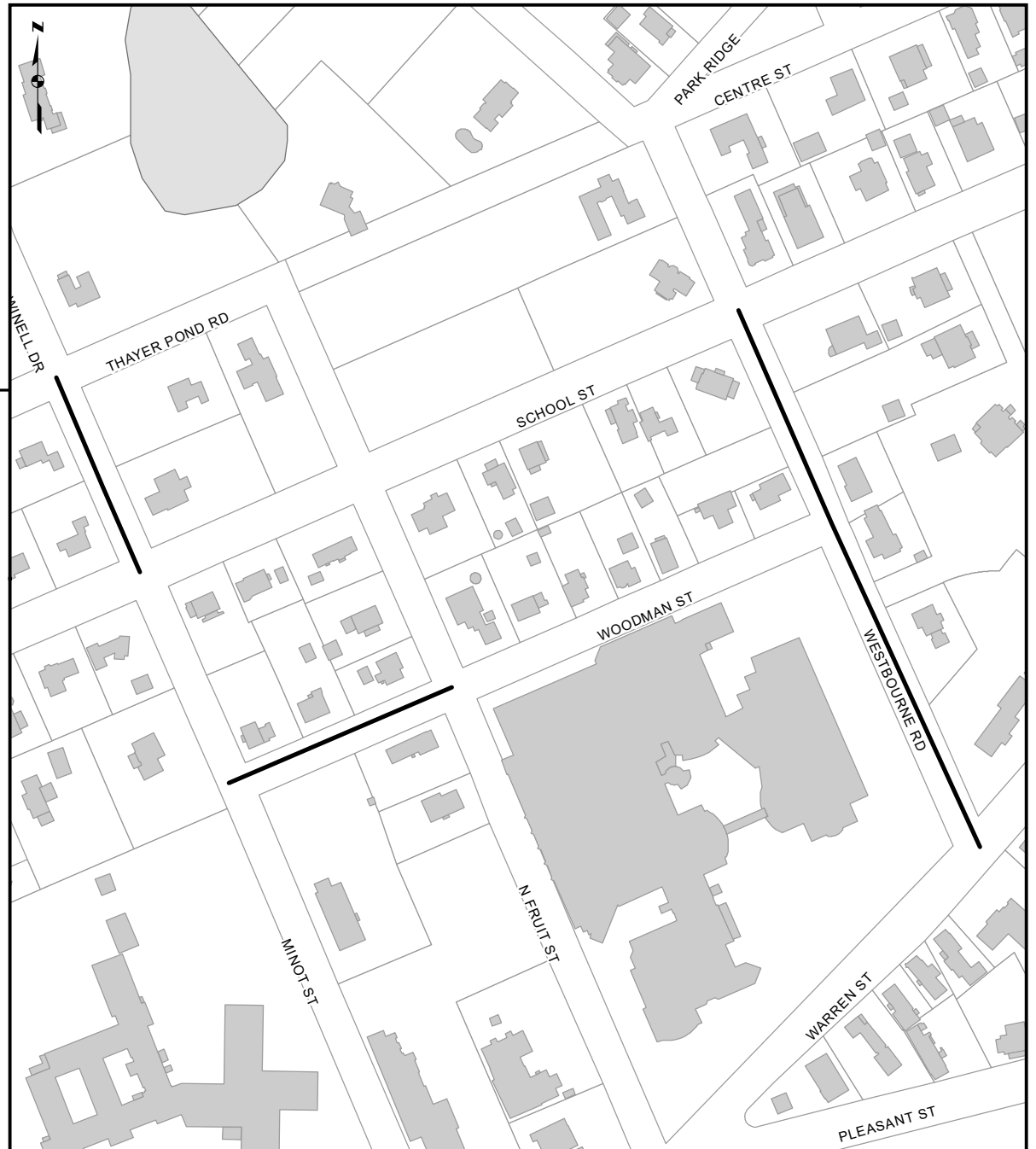
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**FY 2019
CIP PROJECT #85**

**WATER MAIN
REPLACEMENT**



**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #86-Water Main Construction

I. PROJECT TYPE: Water Distribution System

II. LOCATION: See Attached List

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ L	Safety	☐ H	Facility Cond.	☐ N/A	Productivity	
SERVED:	☐ Replace	☐ N/A	Mandates	☐ H	Service Def.	☐ M	Tax Base Exp.	☐ H City Master Pl.
	☐ Rebuild	☐ H	O + M Costs	☐ N/A	Council Goals	☐ H	Timeliness	Water
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Construct new water mains to strengthen the transmission and distribution systems.

SERVICE IMPACT: Improves water quality, increases efficiency of system, expands the distribution network throughout the City.

IMPACT IF NOT FUNDED: Existing service deficiencies will remain unchanged.

IV. PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 90

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Water	G.O. Bonds	0	0	575,000	1,000,000	0	0	0	0	0	0	1,575,000
	Total	0	0	575,000	1,000,000	0	0	0	0	0	0	1,575,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Water G.O. Bonds	575,000	Construct 1,500 LF of new 8 inch water main from the terminus of Constitution Avenue to Storrs Street.
			Project to be coordinated with CIP #18 "Storrs Street Extension North".
		\$575,000	2021 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#86-Water Main Construction
2022	Water G.O. Bonds	1,000,000 Construct 2,700LF of 12 inch main from Black Hill Road and Manchester Street to Garvins Falls Road. Project to be coordinated with CIP #36.
		\$1,000,000 2022 Subtotal
	TOTAL	\$1,575,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #88-Water Plant Improvements

I. PROJECT TYPE: Water Treatment

II. LOCATION: Water Plant

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ L	Safety	☐ M	Facility Cond.	☐ N/A	Productivity	
SERVED:	☒ Replace	☐ N/A	Mandates	☐ M	Service Def.	☐ N/A	Tax Base Exp.	☐ M City Master Pl.
	☐ Rebuild	☐ M	O + M Costs	☐ N/A	Council Goals	☐ M	Timeliness	Water
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The project will allow for various equipment improvements as recommended by Phase II of the Water Master Plan completed in 2007.

SERVICE IMPACT: Increased reliability and efficiency of Water Treatment Plan equipment.

IMPACT IF NOT FUNDED: It is becoming increasing difficult to find replacement parts for obsolete equipment. Consequently, equipment failures could result in significant or prolonged service interruptions. Limited pumping capacity will cause continuation of inefficient operating configurations that may not meet forecasted demand.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Water	Capital Transfer	18,000	30,000	0	0	0	0	0	0	0	0	48,000
Water	G.O. Bonds	100,000	2,750,000	0	100,000	250,000	100,000	230,000	150,000	400,000	0	4,080,000
	Total	118,000	2,780,000	0	100,000	250,000	100,000	230,000	150,000	400,000	0	4,128,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #88-Water Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Water G.O. Bonds	100,000	Resurface the concrete deck over the exterior sedimentation basins. Last resurfaced in 1997.
	Water Capital Transfer	18,000	Replacement Lawn Mower/Snow Blower.
		<u>\$118,000</u>	2019 Subtotal
2020	Water G.O. Bonds	2,750,000	Relocation and replacement of pump station # 4. Construct chemical process improvements. Master Plan Phase II recommendation. Pump station is currently located in a Flood Way.
	Water Capital Transfer	30,000	Purchase skid steer for yard work and off-loading chemicals or equipment.
		<u>\$2,780,000</u>	2020 Subtotal
2022	Water G.O. Bonds	100,000	Install baffles in the clear well to prevent short circuiting and improve critical chemical contact time.
		<u>\$100,000</u>	2022 Subtotal
2023	Water G.O. Bonds	250,000	Maintenance Shop refurbishment, structural and architectural improvements. Master Plan Phase II recommendation.
		<u>\$250,000</u>	2023 Subtotal
2024	Water G.O. Bonds	100,000	Rebuilding four treatment trains. Concrete work.
		<u>\$100,000</u>	2024 Subtotal
2025	Water G.O. Bonds	150,000	Pipe gallery valve replacement.
	Water G.O. Bonds	80,000	Replace 8 flocculator units.
		<u>\$230,000</u>	2025 Subtotal
2026	Water G.O. Bonds	150,000	Pipe Gallery valve replacements.
		<u>\$150,000</u>	2026 Subtotal
2027	Water G.O. Bonds	400,000	Filter underdrain rebuilding WTP

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#88-Water Plant Improvements	
		<u>\$400,000</u>	2027 Subtotal
	TOTAL	<u>\$4,128,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #89-Hall Street Waste Water Treatment Plant Odor Control

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: 125 Hall Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	<u>H</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☐ Replace	<u>L</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>L</u>	Council Goals	<u>L</u>	Timeliness	Sewer
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: In FY2005 the engineering firm Fay, Spofford and Thorndike conducted an evaluation of odor related issues at the Hall St. Waste Water Treatment Plant. Per the findings of this evaluation, a multiphase implementation plan was created in order to construct improvements at the plant to reduce the impact of odors on the surrounding neighborhood. This project provides funding for design and construction of various odor control systems for both the solids and liquids treatment processes conducted at the facility.

SERVICE IMPACT: Further odor abatement in surrounding neighborhoods should be achieved. Operating costs will increase due to additional power, chemical and maintenance requirements.

IMPACT IF NOT FUNDED: Forgo reduction in odor emissions.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Sewer	G.O. Bonds	500,000	0	0	0	0	100,000	0	0	450,000	7,100,000	8,150,000
	Total	500,000	0	0	0	0	100,000	0	0	450,000	7,100,000	8,150,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #89-Hall Street Waste Water Treatment Plant Odor Control

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Sewer G.O. Bonds	500,000	Refurbishment of sludge holding tank odor control scrubber.
		<u>\$500,000</u>	2019 Subtotal
2024	Sewer G.O. Bonds	100,000	Odor control monitoring study.
		<u>\$100,000</u>	2024 Subtotal
2027	Sewer G.O. Bonds	275,000	Design engineering for complete refurbishment of 2nd biotower. Project to include structural repair, new media and distribution system, and enclosure for odor.
	Sewer G.O. Bonds	175,000	Design engineering services for phase 2 liquid stream odor control improvements. Phase 2 includes full surface covers for the primary clarifiers, associated ductwork, connection to the existing in-ground biofilter system constructed during Phase 1 improvements.
		<u>\$450,000</u>	2027 Subtotal
2028	Sewer G.O. Bonds	4,300,000	Construction engineering services and construction of biotower improvements designed in FY 27.
	Sewer G.O. Bonds	2,800,000	Construction of odor control improvements designed in Fiscal Year 2027. Construction engineering services estimated at \$250K and construction at \$2.55M.
		<u>\$7,100,000</u>	2028 Subtotal
	TOTAL	<u>\$8,150,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #91-Sewer Main Rehabilitation and Construction

I. PROJECT TYPE: Sewer Collection

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☐ New Safety Facility Cond. Productivity
☒ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☐ Rebuild O + M Costs Council Goals Timeliness Sewer
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to line or replace sewer mains, which are in poor condition. This project also includes maintenance of the sewer interceptors access roads.

SERVICE IMPACT: Reduced maintenance and improved service.

IMPACT IF NOT FUNDED: Continued deterioration of sewer system will result in increasing ongoing maintenance costs, potential health and safety liabilities, and more expensive permanent repairs in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Sewer	G.O. Bonds	250,000	0	910,000	0	225,000	450,000	0	0	0	0	1,835,000
Sewer	Capital Transfer	40,000	50,000	40,000	60,000	130,000	40,000	40,000	40,000	0	0	440,000
	Total	290,000	50,000	950,000	60,000	355,000	490,000	40,000	40,000	0	0	2,275,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #91-Sewer Main Rehabilitation and Construction

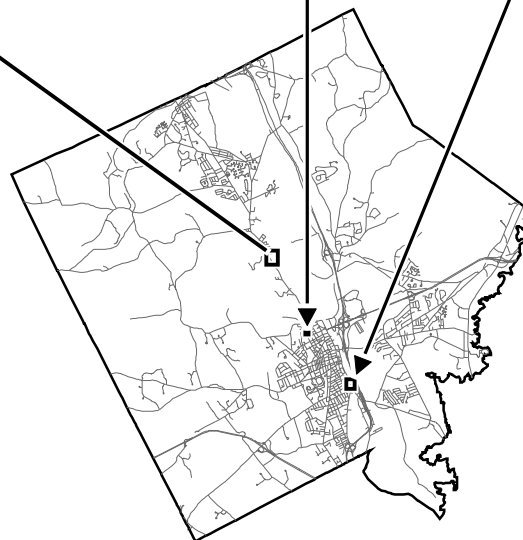
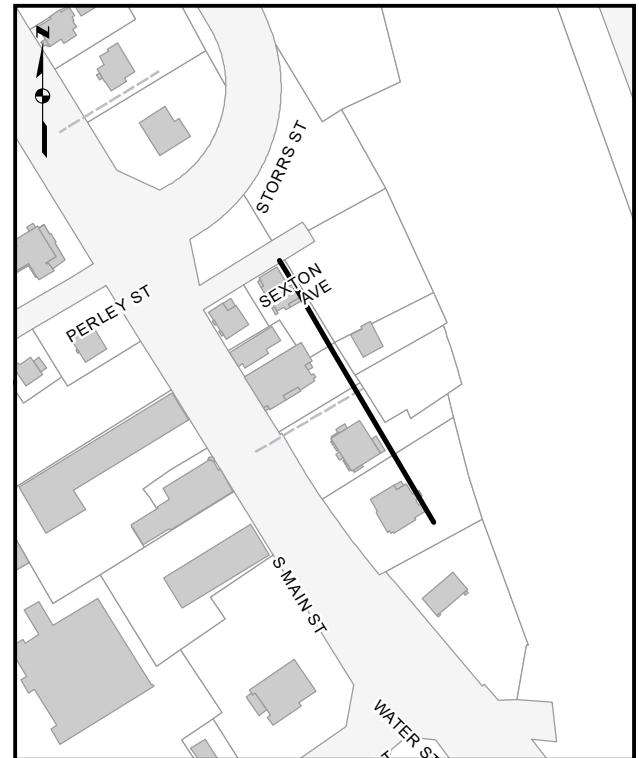
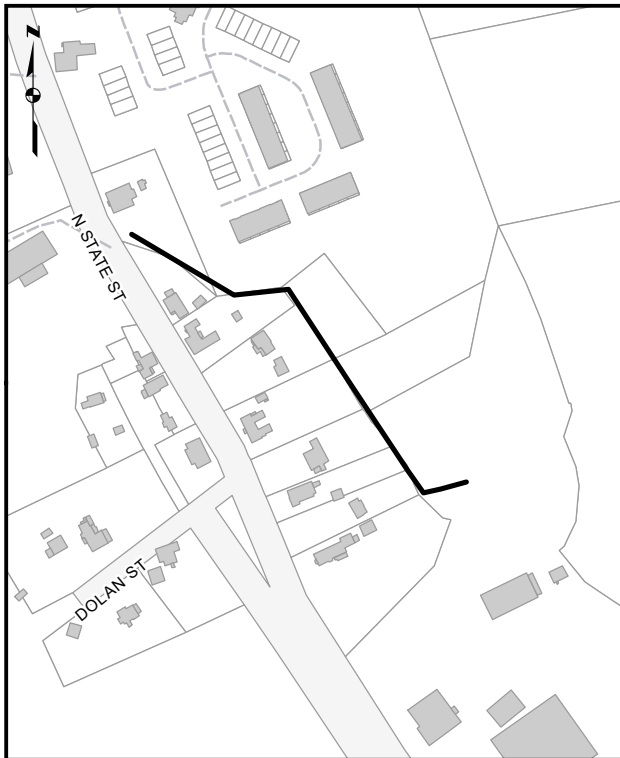
VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Sewer G.O. Bonds	175,000	Lining approximately 2,000 LF of main on Rumford Street, Sexton Ave., Vernon/Liberty Street (#10 Vernon, southeast to Liberty St, then north to White Park), Chestnut Street and Valley Street (#4 North to 109 Liberty) and Hanover Street.
	Sewer G.O. Bonds	75,000	Sewer Interceptor/Drainage Channel Restoration - Area B (Abbottville/Hood Outfall Area)
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance: Dunbarton Road to Langley Parkway - Phase 1. Approximately 1,450 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
		<u>\$290,000</u>	2019 Subtotal
2020	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance: Dunbarton Road to Langley Parkway - Phase 2. Approximately 1,450 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
	Sewer Capital Transfer	10,000	Design 6,720 LF of lining on portions of Merrimack Street (Penacook), Village Street (from Bonney St. to #88 Village St.), Chandler, Cypress St., Stark St., South Fruit St., Woodman St. and Mooreland.
		<u>\$50,000</u>	2020 Subtotal
2021	Sewer G.O. Bonds	510,000	Line portions of sewer main on Merrimack Street (Penacook), Village Street (from Bonney St. to #88 Village St.), Chandler, Cypress St., Stark St., South Fruit St., Woodman St. and Mooreland.
	Sewer G.O. Bonds	400,000	Construct 2,500 LF of 12 inch sewer main from I-393 to Commercial Street to support the Storrs Street Extension CIP #18.
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance: Langley Parkway to Memorial Field - Phase 1. Approximately 1,850 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
		<u>\$950,000</u>	2021 Subtotal
2022	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance: Langley Parkway to Memorial Field - Phase 2. Approximately 1,850 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
	Sewer Capital Transfer	20,000	Design the lining of Granite, North State, Martin, Prospect and Jennings. Design 225 of 8 inch main on B Street.
		<u>\$60,000</u>	2022 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		CD-ENGINEERING SERVICES	#91-Sewer Main Rehabilitation and Construction
2023	Sewer	G.O. Bonds	225,000 Line 2,600LF of 8, 10 and 12 inch main on portions of Granite, North State, Martin, Prospect and Jennings.
	Sewer	Capital Transfer	90,000 Replace 225 feet of 8 inch main on B Street.
	Sewer	Capital Transfer	40,000 Interceptor Access Road Maintenance: #40 Elm Street to Village Street. Approximately 1,060 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
			\$355,000 2023 Subtotal
2024	Sewer	G.O. Bonds	450,000 Upgrade 1,500 feet of 15" sewer main on Manchester Street in the vicinity of Old Turnpike Road to accommodate Garvins Falls development and New Hampshire Department of Environmental Services sewer capacity requirements.
	Sewer	Capital Transfer	40,000 Interceptor Access Road Maintenance: Cross country from Ridge Rd. to School St - Phase 1. Approximately 1,400 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
			\$490,000 2024 Subtotal
2025	Sewer	Capital Transfer	40,000 Interceptor Access Road Maintenance: Cross country from Ridge Rd. to School St - Phase 2. Approximately 1,400 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
			\$40,000 2025 Subtotal
2026	Sewer	Capital Transfer	40,000 Interceptor Access Road Maintenance.
			\$40,000 2026 Subtotal
	TOTAL		\$2,275,000



**FY 2019
CIP PROJECT #91**

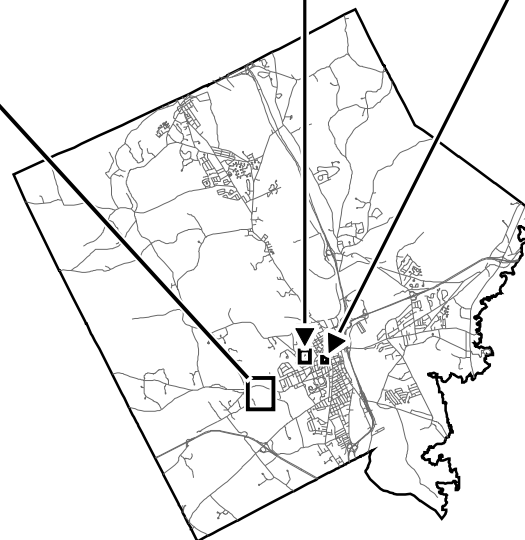
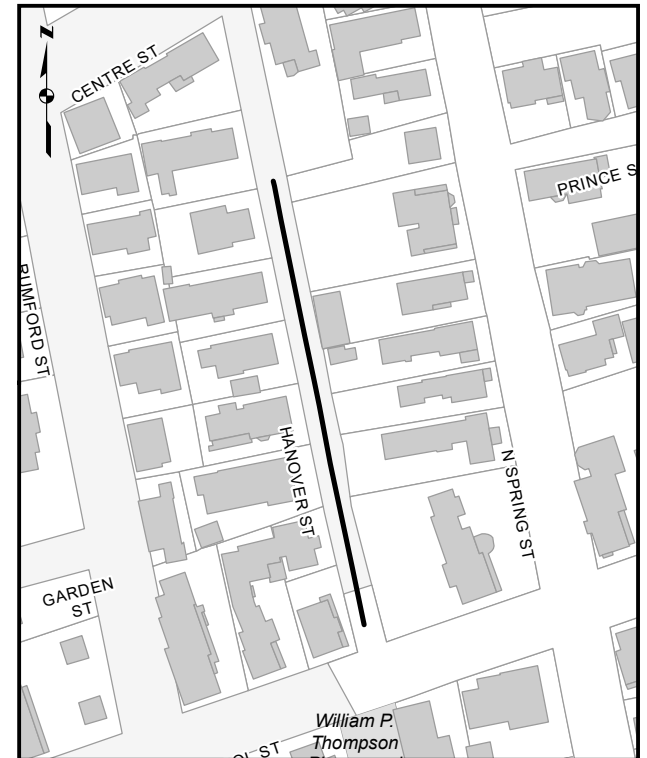
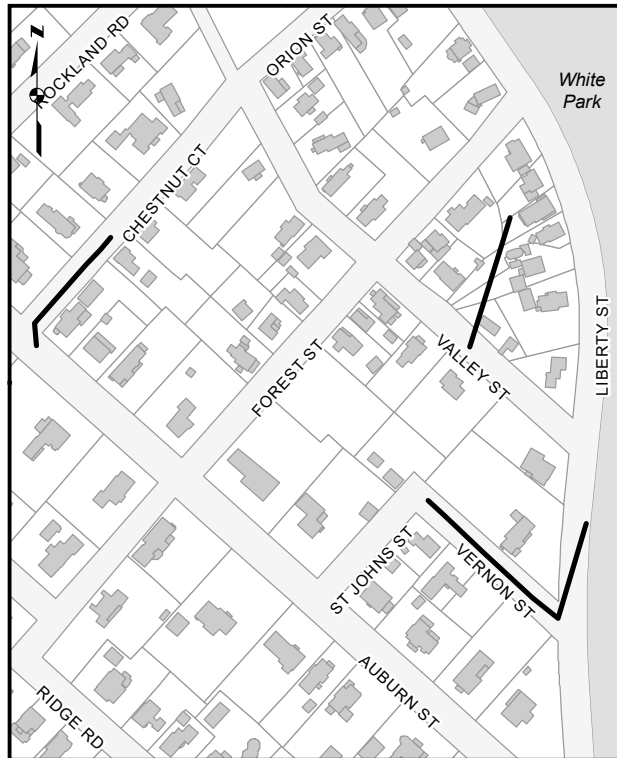
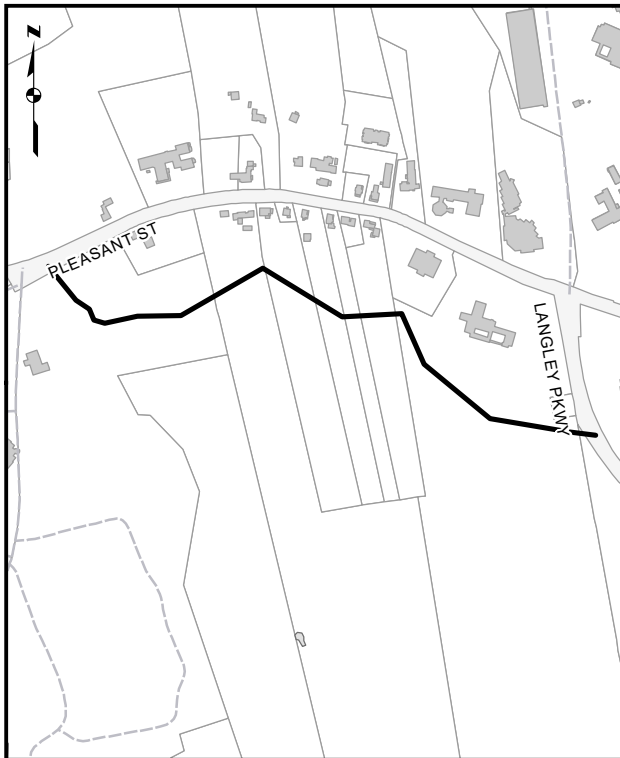
**SEWER MAIN REHABILITATION
AND CONSTRUCTION**

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**FY 2019
CIP PROJECT #91**

**SEWER MAIN REHABILITATION
AND CONSTRUCTION**

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**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #97-Low Avenue Improvements

I. PROJECT TYPE: Downtown

II. LOCATION: Low Avenue, Phoenix Avenue, and Dubois Avenue

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	<u>N/A</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☐ Replace	<u>N/A</u>	Mandates	<u>M</u>	Service Def.	<u>L</u>	Tax Base Exp.	<u>M</u> City Master Pl.
	☒ Rebuild	<u>H</u>	O + M Costs	<u>H</u>	Council Goals	<u>L</u>	Timeliness	Economic Development
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to design and construct streetscape improvements proposed for Low Avenue as originally proposed in the 1997 Downtown Master Plan. In 2005 the City completed the Opportunity Corridor Master Plan which further refined this concept. In 2006, with financial support from the City and Concord 20/20, Main Street Concord updated Downtown Streetscape and Signage Improvements Program, which also examined improvements for Low and Phoenix Avenues.

Minor improvements to the westerly section of Phoenix Avenue were completed part of CIP 460 "Downtown Complete Streets Project" in 2015/2016. However, improvements to Low and Dubois Avenue will likely not occur until such time as redevelopment of the Phoenix Theatre, the CVS Pharmacy building, or other surrounding properties moves forward.

SERVICE IMPACT: Improved usability and appearance of, as well as community satisfaction with these public ways, and potential for redevelopment of adjacent private properties resulting in tax base expansion.

IMPACT IF NOT FUNDED: An opportunity for tax base expansion and the enhancement of downtown business activity would not be exploited.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Other	Tax Increment Financing	0	0	0	0	0	400,000	4,000,000	0	0	0	4,400,000
	Total	0	0	0	0	0	400,000	4,000,000	0	0	0	4,400,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #97-Low Avenue Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Other Tax Increment Financing	400,000	Conceptual and final design, as well as legal services to determine layout of Low Avenue and other affected streets. The final design will link Eagle Square to Depot Street and Kennedy Lane. Designs will be based on concepts included within 1997 Downtown Master Plan, 2006 Opportunity Corridor Master Plan, 2006 Main Street Concord Downtown Streetscape Plan, and 2013 Downtown Complete Street Project Design. Project anticipates expansion of the Sears Block TIF District in order to use new incremental tax revenues associated with redevelopment of Phenix Theatre, the CVS Building, and surrounding properties.
		\$400,000	2024 Subtotal
2025	Other Tax Increment Financing	4,000,000	Construct improvements to Low, Phenix, and Dubois Avenues. Project anticipates burying aerial utilities and acquisition of private property rights within Low Avenue.
		\$4,000,000	2025 Subtotal
	TOTAL	\$4,400,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #104-Hall Street Waste Water Treatment Plant Improvements

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: 125 Hall Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	<u>M</u>	Safety	<u>H</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>M</u> City Master Pl.
	☒ Rebuild	<u>L</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>H</u>	Timeliness	Sewer
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to implement a variety of improvements as recommended in the 2014 Wastewater Treatment Facilities Evaluation. Projects address code and safety issues, as well as immediate and long-term capital needs.

SERVICE IMPACT: Provides planned upgrade and renovation of existing infrastructure to provide short-term and long-term reliability, meet code and regulation modifications established since the plant was built, and improve overall efficiency.

IMPACT IF NOT FUNDED: Potential for increased operating and maintenance costs over time; potential for costly emergency repairs or replacements as outdated components fail; potential for citations or fines for failure to meet life safety or building codes.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Sewer	Capital Close-out	606,357	0	0	0	0	0	0	0	0	0	606,357
Sewer	Capital Transfer	0	0	0	0	15,000	0	0	0	0	0	15,000
Sewer	G.O. Bonds	1,880,000	1,685,000	1,990,000	4,045,000	1,550,000	800,000	575,000	2,375,000	17,275,000	2,125,000	34,300,000
	Total	2,486,357	1,685,000	1,990,000	4,045,000	1,565,000	800,000	575,000	2,375,000	17,275,000	2,125,000	34,921,357

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #104-Hall Street Waste Water Treatment Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Sewer G.O. Bonds	875,000	Replacement of equipment primary clarifier.
	Sewer G.O. Bonds	750,000	Replacement of influent building and intermediate pump station motor control centers (MCCs).
	Sewer Capital Close-out	566,109	Energy Efficiency project (lighting upgrade and blower replacement).
	Sewer G.O. Bonds	125,000	Replacement of underground wiring for exterior lighting.
	Sewer G.O. Bonds	100,000	Primary clarifier replacement engineering.
	Sewer Capital Close-out	40,248	Replacement of waste activated sludge (WAS) pump.
	Sewer G.O. Bonds	30,000	Structural concrete coating also includes process equipment and related piping corrosion protection coatings.
		<u>\$2,486,357</u>	2019 Subtotal
2020	Sewer G.O. Bonds	900,000	Replacement of equipment- primary clarifier.
	Sewer G.O. Bonds	750,000	Replacement of secondary building, chlorine building and admin building motor control centers (MCCs).
	Sewer G.O. Bonds	35,000	Structural concrete coating also includes process equipment and related piping corrosion protection coatings.
		<u>\$1,685,000</u>	2020 Subtotal
2021	Sewer G.O. Bonds	920,000	Replacement of equipment - secondary clarifier.
	Sewer G.O. Bonds	600,000	Renovation of administration area to include flooring, ceilings, partitions, doors & frames, cabinets, and plumbing fixtures. Also provides for improvements to meet accessibility code requirements.
	Sewer G.O. Bonds	250,000	Refurbishment of the first of two sludge holding tanks. Project entails repair of deteriorating concrete and recoating of interior concrete surfaces.
	Sewer G.O. Bonds	130,000	Sludge dewatering polymer batch system upgrade.
	Sewer G.O. Bonds	50,000	Structural concrete coating also includes process equipment and related piping corrosion protection coatings.
	Sewer G.O. Bonds	25,000	Replace primary clarifier scum pump and drain valves.
	Sewer G.O. Bonds	15,000	Hypochlorite channel mixer upgrades.
		<u>\$1,990,000</u>	2021 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #104-Hall Street Waste Water Treatment Plant Improvements

2022	Sewer G.O. Bonds	1,800,000	Replacement of two secondary clarifiers.
	Sewer G.O. Bonds	635,000	Replacement of 35KV switchgear and three pad mounted transformers.
	Sewer G.O. Bonds	375,000	Completion of HVAC upgrades for administration building.
	Sewer G.O. Bonds	325,000	Refurbishment of second of two sludge holding tanks. Project entails repair of deteriorating concrete and recoating of interior concrete surfaces.
	Sewer G.O. Bonds	250,000	Sludge holding tank mixing system upgrade.
	Sewer G.O. Bonds	250,000	SCADA processor replacement.
	Sewer G.O. Bonds	210,000	Replacement of aeration tank isolation gates.
	Sewer G.O. Bonds	100,000	Replacement of roof on Admin Gravity Belt Thickener (GBT) room with EDPM membrane roof system.
	Sewer G.O. Bonds	50,000	Replacement of scum processing equipment.
	Sewer G.O. Bonds	50,000	Structural concrete coating also includes process equipment and related piping corrosion protection coatings.
		\$4,045,000	2022 Subtotal
2023	Sewer G.O. Bonds	500,000	Allowance for concrete/structural repairs.
	Sewer G.O. Bonds	300,000	Headworks building and tunnel improvements.
	Sewer G.O. Bonds	225,000	Facilities evaluation to prepare new 10-year CIP.
	Sewer G.O. Bonds	135,000	Replacement of secondary clarifier drain valves and inlet gates.
	Sewer G.O. Bonds	135,000	Replacement of primary clarifier isolation gates.
	Sewer G.O. Bonds	95,000	Lime storage/transfer system upgrade.
	Sewer G.O. Bonds	60,000	Replacement of five garage bay insulated rolling doors, as well as various repairs to the Administration Building.
	Sewer G.O. Bonds	50,000	Structural concrete coating also includes process equipment and related piping corrosion protection coatings.
	Sewer G.O. Bonds	35,000	Site/Security Improvements - Clearing of trees, brush, and vines from northern facility fence.
	Sewer Capital Transfer	15,000	Replacement of all four wheel drive mower.
	Sewer G.O. Bonds	15,000	Replacement of influent flow box mixer.
		\$1,565,000	2023 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		GS-SEWER	#104-Hall Street Waste Water Treatment Plant Improvements	
2024	Sewer	G.O. Bonds	525,000	Engineering and installation of replacement screw pump
	Sewer	G.O. Bonds	175,000	Intermediate and chlorine building HVAC upgrades.
	Sewer	G.O. Bonds	75,000	Allowance for necessary pavement repairs.
	Sewer	G.O. Bonds	25,000	Structural concrete coating also includes process equipment and related piping corrosion protection coatings.
			\$800,000	2024 Subtotal
2025	Sewer	G.O. Bonds	250,000	Sludge truck loading conveyor upgrades.
	Sewer	G.O. Bonds	150,000	Out buildings repairs and interior refinishes.
	Sewer	G.O. Bonds	150,000	Design engineering for aeration system upgrades.
	Sewer	G.O. Bonds	25,000	Structural concrete coating also includes process equipment and related piping corrosion protection coatings.
			\$575,000	2025 Subtotal
2026	Sewer	G.O. Bonds	1,500,000	Design engineering of sludge stabilization and dewatering system upgrades
	Sewer	G.O. Bonds	850,000	Construction of aeration upgrades designed in FY 2025
	Sewer	G.O. Bonds	25,000	Structural concrete coating also includes process equipment and related piping corrosion protection coatings.
			\$2,375,000	2026 Subtotal
	2027	Sewer	G.O. Bonds	17,000,000
Sewer		G.O. Bonds	250,000	SCADA system improvements.
Sewer		G.O. Bonds	25,000	Structural concrete coating also includes process equipment and related piping corrosion protection coatings.
			\$17,275,000	2027 Subtotal
2028		Sewer	G.O. Bonds	2,000,000
	Sewer	G.O. Bonds	100,000	Effluent disinfection system upgrades.
	Sewer	G.O. Bonds	25,000	Structural concrete coating also includes process equipment and related piping corrosion protection

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #104-Hall Street Waste Water Treatment Plant Improvements

			coatings.
		\$2,125,000	2028 Subtotal

TOTAL		\$34,921,357	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #107-Golf Course Club House and Maintenance Buildings

I. PROJECT TYPE: Golf

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L Safety	M Facility Cond.	H Productivity	
SERVED:	☐ Replace	N/A Mandates	M Service Def.	L Tax Base Exp.	M City Master Pl.
	☒ Rebuild	M O + M Costs	L Council Goals	M Timeliness	Parks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to maintain buildings at the Beaver Meadow Golf Course. Building facilities include the Clubhouse (Pro Shop, Restaurant, and related amenities), the Maintenance Facility, as well as the Cart Storage Building and Irrigation Pump House. Funding is contingent upon sufficient net operating revenues within the Golf Enterprise Fund to support capital investments, or financial support from the City's General Fund.

SERVICE IMPACT: Routine investment in the golf course will preserve and improve the quality of the course thereby maintaining customer satisfaction and market share.

IMPACT IF NOT FUNDED: Without routine investments, the facility will deteriorate causing loss of market share and requiring more expensive repairs and renovations in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Transfer	30,000	0	0	0	0	0	0	0	0	0	30,000
Golf	G.O. Bonds	0	0	0	60,000	0	10,000	0	0	10,000	0	80,000
General	G.O. Bonds	100,000	0	45,000	0	0	0	0	0	100,000	2,850,000	3,095,000
Golf	Capital Transfer	0	0	25,000	0	0	0	0	0	0	0	25,000
	Total	130,000	0	70,000	60,000	0	10,000	0	0	110,000	2,850,000	3,230,000

CITY OF CONCORD, NEW HAMPSHIRE

R. 06/14/18

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #107-Golf Course Club House and Maintenance Buildings

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	50,000	Pro shop windows, doors, electrical, and overall renovation.
	General Capital Transfer	30,000	
	General G.O. Bonds	25,000	Men's bathroom renovation.
	General G.O. Bonds	25,000	Women's bathroom renovation.
		<u>\$130,000</u>	2019 Subtotal
2021	Golf Capital Transfer	25,000	Replace kitchen equipment.
	General G.O. Bonds	25,000	Replace clubhouse furniture.
	General G.O. Bonds	20,000	Carpet and floor treatment replacements throughout the clubhouse.
		<u>\$70,000</u>	2021 Subtotal
2022	Golf G.O. Bonds	60,000	Design and construction of outdoor pavilion event space.
		<u>\$60,000</u>	2022 Subtotal
2024	Golf G.O. Bonds	10,000	Simulator upgrades.
		<u>\$10,000</u>	2024 Subtotal
2027	General G.O. Bonds	100,000	Final design of new club house. New building scheduled to be built in FY2028.
	Golf G.O. Bonds	10,000	Simulator upgrades.
		<u>\$110,000</u>	2027 Subtotal
2028	General G.O. Bonds	2,850,000	Design, construction, and fit-up of new 7,000SF Club House.
		<u>\$2,850,000</u>	2028 Subtotal
	TOTAL	<u>\$3,230,000</u>	

CITY OF CONCORD, NEW HAMPSHIRE

R. 06/14/18

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #114-Penacook Lake Dam and Spillway Rehabilitation

I. PROJECT TYPE: Water Treatment

II. LOCATION: 53 Hutchins St.

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	M	Safety	M	Facility Cond.	N/A	Productivity	
SERVED:	☐ Replace	L	Mandates	M	Service Def.	N/A	Tax Base Exp.	N/A City Master Pl.
	☒ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness	Water
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: An engineering study has preliminarily identified deficiencies in the dam and spillway configuration and some age related deterioration of the structure. A more refined construction cost estimate will be available once final design is completed.

SERVICE IMPACT: The dam provides retention for the main source of water for the City. Either physical or regulatory restriction on the dam would effect water service.

IMPACT IF NOT FUNDED: Age deterioration of dam will continue. Strengthened mandates for design and capacity may require construction or reduced operating capacity. The City could be at risk of legal action for operating and unsafe facility or, at worst, liability from a dam breach or spillway failure.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

50

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Water	G.O. Bonds	0	175,000	0	0	250,000	0	0	0	0	0	425,000
	Total	0	175,000	0	0	250,000	0	0	0	0	0	425,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #114-Penacook Lake Dam and Spillway Rehabilitation

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Water G.O. Bonds	175,000	Engineering forensic investigation, report and design of the Penacook Lake dam and spillway per NH Dam Permit requirements.
		\$175,000	2020 Subtotal
2023	Water G.O. Bonds	250,000	Rehabilitation/replacement of dam and spillway.
		\$250,000	2023 Subtotal
	TOTAL	\$425,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #121-Vehicle & Equipment Replacement Program

I. PROJECT TYPE: GSD Vehicles

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>M</u>	Safety	<u>N/A</u>	Facility Cond.	<u>L</u>	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>L</u>	Council Goals	<u>M</u>	Timeliness	Motor Vehicle Equipment
	☒ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: This project establishes a long-range replacement plan for City Highway/Utilities, Water Treatment Plant, Waste Water Treatment Plants, as well as Parks and Recreation Department vehicles and heavy equipment. Vehicle and equipment replacement for the Police and Fire Departments are addressed through other capital improvement program projects or the annual operating budget. Phased replacement of vehicles and equipment will minimize potential service interruptions due to break downs / failures and provides for cost savings through economies of scale which are made possible from multiple vehicle procurement where applicable. Restructuring of the fleet to a more efficient blend of vehicles will coincide with vehicle replacement.

SERVICE IMPACT: Establishes long range replacement plan that improves service with more reliable vehicles, lower costs due to multi-vehicle procurements and maintenance support. Supports appropriate reassignment of some serviceable vehicles to less critical tasks instead of replacement.

IMPACT IF NOT FUNDED: Fix when fail replacement program with high procurement and maintenance costs.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General Equip Replace Reserve		30,000	0	0	0	0	0	0	0	0	0	30,000
General G.O. Bonds		655,000	698,000	724,000	723,000	720,000	705,000	685,000	765,000	790,000	1,121,000	7,586,000
Sewer G.O. Bonds		156,000	185,000	190,000	160,000	450,000	342,000	75,000	160,000	100,000	137,000	1,955,000
Water G.O. Bonds		157,000	95,000	290,000	160,000	0	100,000	110,000	60,000	60,000	215,000	1,247,000
	Total	998,000	978,000	1,204,000	1,043,000	1,170,000	1,147,000	870,000	985,000	950,000	1,473,000	10,818,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #121-Vehicle & Equipment Replacement Program

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	415,000	Replace four F450 4x4 pick-up trucks #1103,1104, 1105, 669 (all 2009 model year)
	General G.O. Bonds	160,000	Replace 1 tree bucket truck (2008) unit #667
	Sewer G.O. Bonds	120,000	Replace 4wd utility tractor unit # 752 WWHALL
	Water G.O. Bonds	76,000	Replace 2 pick-up trucks with supercab bodies units #802 & 803 (2010, 2010)
	Water G.O. Bonds	45,000	Replace 4x2 super cab F150 #801
	General G.O. Bonds	40,000	Replace 1 3/4-ton crew cab pick-up truck (2008) unit #653
	General G.O. Bonds	40,000	Replace 1 K2500 3/4-ton 4x4 pick-up truck unit #651 (2006)
	Water G.O. Bonds	36,000	Replace tow behind compressor (2001) unit #409
	Sewer G.O. Bonds	36,000	Replace 1 tow behind compressor (1993) unit #422
	General Equip Replace Reserve	30,000	Replace 1 tree bucket truck (2008) unit #667
		\$998,000	2019 Subtotal
2020	General G.O. Bonds	270,000	Replace wheel loader #90
	Sewer G.O. Bonds	185,000	Replace 6 wheel dump truck unit #753 S UTIL/COM
	General G.O. Bonds	105,000	Replace gang mower 164 unit #670
	Water G.O. Bonds	95,000	Replace 1 F550 2wd pick-up truck (2008) unit #822
	General G.O. Bonds	66,000	Replace John Deere Tractor. Grounds/COMF unit #665
	General G.O. Bonds	65,000	Replace Airport / Public Properties Division 1-ton pick-up truck with dump body (2005) unit #901
	General G.O. Bonds	62,000	Replace 1 4x4 1-ton pick-up truck (2008) unit #656
	General G.O. Bonds	40,000	Replace 3/4-ton 4x4 pick up and plow (2006) 1101
	General G.O. Bonds	33,000	Replace 4X2 1 supercab pick-up truck (2010) unit #458
	General G.O. Bonds	21,000	Replace 1 low bed tilt top trailer (2004) unit #185
	General G.O. Bonds	21,000	Replace 1 sweeper trailer (2003) unit #188
	General G.O. Bonds	15,000	Replace one 20' trailer (2002) unit #189
		\$978,000	2020 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #121-Vehicle & Equipment Replacement Program

2021	General G.O. Bonds	380,000	Replace two 6-wheel dump trucks units #1225 & 1224
	Sewer G.O. Bonds	190,000	Replace 6 Wheel Dump Truck Unit #704
	Water G.O. Bonds	190,000	Replace 1 six wheel dump truck "D79" (2006) unit 1226
	General G.O. Bonds	150,000	Replace Cemetery back-hoe #616 (2004)
	General G.O. Bonds	60,000	Replace vibratory roller (2001) unit #071
	General G.O. Bonds	56,000	Replace 2WD pickup 3500 (2008) unit #902
	Water G.O. Bonds	50,000	Replace Transit Connect CNG van unit #804
	Water G.O. Bonds	50,000	Replace Transit Connect compressed natural gas (CNG) van unit #754
	General G.O. Bonds	42,000	Replace 1 4x4 2500 series pick-up truck (2008) unit #903
	General G.O. Bonds	36,000	Replace 1 1/2-ton supercab pick-up truck (2008) unit #904
		\$1,204,000	2021 Subtotal
2022	General G.O. Bonds	190,000	Replace 1 six wheel dump (2006) unit #1227
	General G.O. Bonds	185,000	Replace Trackless Sidewalk Tractors HWY/COMF unit #1365
	Sewer G.O. Bonds	160,000	Replace Case Loader/Backhoe unit #723
	Water G.O. Bonds	160,000	Replace Case Loader/Backhoe unit #823
	General G.O. Bonds	112,000	Replace two (2) skid steer units #1361 and 1362
	General G.O. Bonds	80,000	Replace 2 leaf blowers and boxes (1999, 1998) units #049 and 050 HWY
	General G.O. Bonds	56,000	Replace one (1) skid steer unit #1360
	General G.O. Bonds	40,000	Replace Tarco Leaf Loader Unit #197 Hwy/COMF
	General G.O. Bonds	40,000	Replace leaf loader (2000) CEM unit #190
	General G.O. Bonds	20,000	Replace 11 cy sander unit #1230SS
		\$1,043,000	2022 Subtotal
2023	Sewer G.O. Bonds	450,000	Replace 10 wheel vactor truck unit #711
	General G.O. Bonds	290,000	Replace 1 front end bucket loader (2001) unit #025
	General G.O. Bonds	195,000	Replace 6-wheel dump trucks (2008) unit #1228

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	General G.O. Bonds	185,000	Replace Sidewalk Tractor (2012) unit #1366
	General G.O. Bonds	25,000	Tandem trailer unit #061
	General G.O. Bonds	25,000	Replace saltmarsh trailer unit #115 (GSD/Public Properties)
		<u>\$1,170,000</u>	2023 Subtotal
2024	Sewer G.O. Bonds	342,000	Replace truck sludge hauler (2001) unit #112
	General G.O. Bonds	230,000	Replace one 10-wheel dump truck (2009) unit 1230
	General G.O. Bonds	195,000	Replace 6 Wheel Dump Truck (2011) unit #1234
	Water G.O. Bonds	60,000	Replace Crew Cab utility body F350 unit #825
	General G.O. Bonds	40,000	Replace sign board & trailer unit #445 CD/COMF
	Water G.O. Bonds	40,000	Replace Extra Cab pickup unit #824
	General G.O. Bonds	40,000	Replace sign board & trailer unit #446 HWY/COMF
	General G.O. Bonds	36,000	Replace 2 (two) 6 CY sanders unit #1231SS and 1232SS
	General G.O. Bonds	36,000	Replace Tow Behind Comp (2001) unit #407
	General G.O. Bonds	32,000	Replace Rosco Roller (1991) unit #72
	General G.O. Bonds	25,000	Replace 5 Ton Tandem Trailer (2000) unit #64
	General G.O. Bonds	21,000	Replace stainless steel 11cy Sander (1998) unit #54SS
	General G.O. Bonds	20,000	Replace 6 ton utility trailer GRNDS/COMF unit #652
	General G.O. Bonds	15,000	Replace Spreader 1.5CY (2004) unit #875SS
	General G.O. Bonds	15,000	Replace stainless steel 3.4CY Sander (2004) unit #901SS
		<u>\$1,147,000</u>	2024 Subtotal
2025	General G.O. Bonds	390,000	Replace two 6 Wheel Dump Trucks (2008) units #1229 & #1233
	General G.O. Bonds	205,000	Replace Sidewalk Tractor (2014) unit #1367
	Sewer G.O. Bonds	75,000	Replace Ford F-350 pickup unit #755
	Water G.O. Bonds	65,000	Replace Ford F- 350 pickup unit #877
	General G.O. Bonds	48,000	Replace 3 (Three) 3.4 cy sanders units #0669SS, #1104SS & 1105SS
	Water G.O. Bonds	45,000	Replace Ford F-150 extra cab pickup # 826

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	General G.O. Bonds	42,000	Cargo van unit #602
		\$870,000	2025 Subtotal
2026	General G.O. Bonds	675,000	Replace Three (3) Dump Trucks (2013) units #1235, 1236, and 1237
	Sewer G.O. Bonds	100,000	Cut-away Van (camera) unit #712
	General G.O. Bonds	90,000	Replace 3 (three) 11CY sanders units #1235SS, 1236SS, and 237SS
	Water G.O. Bonds	60,000	4x4 Pickup unit #827
	Sewer G.O. Bonds	60,000	Replace 4x4 Pickup unit #713
		\$985,000	2026 Subtotal
2027	General G.O. Bonds	390,000	Replace Two (2) Dump Trucks (2011) units #1231 and 1232
	General G.O. Bonds	300,000	Wheel Loader unit #1302
	Sewer G.O. Bonds	100,000	4x2 Crew Cab pickup truck unit #706
	General G.O. Bonds	100,000	Service truck unit #009
	Water G.O. Bonds	60,000	C1500 4x2 pickup unit #879
		\$950,000	2027 Subtotal
2028	General G.O. Bonds	286,000	Replace wheel loader unit #1301
	General G.O. Bonds	148,000	Snow blower unit #004
	General G.O. Bonds	115,000	Replace 1 shop fork truck (1997) unit #149
	General G.O. Bonds	115,000	Replace pickup truck 4WD plow, sander, wing #1113
	General G.O. Bonds	115,000	Replace pickup truck 4WD plow, sander, wing #1109
	General G.O. Bonds	94,000	Replace 2 - F250 4x4 pick-up trucks (2018) units 654, 655
	Water G.O. Bonds	85,000	Placeholder for vehicle replacement
	Water G.O. Bonds	75,000	Vac-Tron Trailer #828
	General G.O. Bonds	62,000	Chipper unit #668
	General G.O. Bonds	50,000	Replace 20 ton low bed trailer (1989) unit #082
	Water G.O. Bonds	50,000	F250 4X4 PU #880

CITY OF CONCORD, NEW HAMPSHIRE

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program
General	G.O. Bonds	48,000 Leaf loader unit #1378
General	G.O. Bonds	48,000 ODB Leaf Unit #1377
Sewer	G.O. Bonds	45,000 Pump/Trailer 4 #428
Sewer	G.O. Bonds	45,000 Pump/Trailer 3 #429
General	G.O. Bonds	40,000 Replace sign board & trailer unit #444 HWY/COMF
Sewer	G.O. Bonds	25,000 Placeholder for vehicle replacement
Sewer	G.O. Bonds	22,000 Trailer Flatbed BY #426
Water	G.O. Bonds	5,000 Placeholder for vehicle replacement
		\$1,473,000 2028 Subtotal
TOTAL		\$10,818,000

Page 350

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #124-Water System SCADA Improvements

I. PROJECT TYPE: Water Treatment

II. LOCATION: 53 Hutchins St. and pump stations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ L	Safety	☐ N/A	Facility Cond.	☐ M	Productivity	
SERVED:	☐ Replace	☐ N/A	Mandates	☐ M	Service Def.	☐ N/A	Tax Base Exp.	☐ N/A City Master Pl.
	☐ Rebuild	☐ N/A	O + M Costs	☐ N/A	Council Goals	☐ M	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide for routine replacement and upgrading of the SCADA (Supervisory, Control and Data Acquisition) software system which assists with monitoring and operating equipment at the Water Treatment Plant, as well as water tanks and remote pump stations.

SERVICE IMPACT: Increase efficiency of operations by being able to monitor and control all facilities from a central station. The system allows for collection of historical data, which can be analyzed to improve operations and react knowledgeably to changing conditions. This also has a potential to reduce operating costs.

IMPACT IF NOT FUNDED: Continuation of current system with only partial and uncoordinated implementation. Reliance on manual operations and manual input of all information will continue. The existing data collection system is proprietary and will not convert to an industry standard SCADA system.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Water	Capital Transfer	0	30,000	0	30,000	0	30,000	0	30,000	0	30,000	150,000
	Total	0	30,000	0	30,000	0	30,000	0	30,000	0	30,000	150,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #124-Water System SCADA Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2020 Subtotal
2022	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2022 Subtotal
2024	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2024 Subtotal
2026	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2026 Subtotal
2028	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2028 Subtotal
TOTAL		<u>\$150,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FINANCE PURCHASING #130-Multi-Function Photocopy Machines

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: All city facilities

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>N/A</u>	Safety	<u>M</u>	Facility Cond.	<u>H</u>	Productivity	
SERVED:	☒ Replace	<u>N/A</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	MIS
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Programmed replacement of 28 photocopiers city-wide, which support all departments. Networkable multi-function units for photocopying, printing from the desktop and scanning to the desktop. Replacement of black & white multi-function units with color multi-function units and eliminating color desktop printers as resources allow. Staff are encouraged to print from these networked multi-function units as the cost per page is substantially less than printing from a stand alone LaserJet printer.

SERVICE IMPACT: Loss in productivity as older technology multi-function units continue to require repeated service calls during the end of their projected life cycle of 5 - 7 years. Service becomes more expensive after 5 years and repair parts are not readily available after 7 years.

IMPACT IF NOT FUNDED: Increased costs for maintenance and printing. Less functionality and decreased productivity.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2018 PREVIOUS AMOUNT: 30,000

V. PROJECT USEFUL LIFE (In Years): 6 Expected Bond Term (in Years) 6

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Transfer	21,000	28,000	8,000	39,000	76,000	23,000	35,000	8,000	41,000	39,000	318,000
	Total	21,000	28,000	8,000	39,000	76,000	23,000	35,000	8,000	41,000	39,000	318,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FINANCE PURCHASING #130-Multi-Function Photocopy Machines

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General Capital Transfer	21,000	Replace networked multi-functional copiers/printers/scanners for the following City departments (locations): General Services Admin (COMF); Community Development Code Enforcement (City Hall Annex) and Parks & Recreation (City-wide Multigenerational Community Center).
		\$21,000	2019 Subtotal
2020	General Capital Transfer	28,000	Replace networked multi-functional copier/printer/scanner for the following City department (location): Finance, Purchasing (COMF), Finance, OMB (City Hall), Finance, Accounting (City Hall).
		\$28,000	2020 Subtotal
2021	General Capital Transfer	8,000	Replace networked multi-functional copier/printer/scanner for the following City department (location): Finance, Collections (City Hall).
		\$8,000	2021 Subtotal
2022	General Capital Transfer	39,000	Replace networked multi-functional copiers/printers/scanners for the following City departments (locations): Multiple departments (2nd Floor City Hall), Multiple departments (3rd Floor City Hall), Legal (Prosecutor's Office).
		\$39,000	2022 Subtotal
2023	General Capital Transfer	76,000	Replace networked multi-functional copiers/printers/scanners for the following City departments (locations): Assessing (City Hall), City Clerk (City Hall), Fire (Fire HQs), General Services, Equipment Services (COMF); General Services, Water Supply (Water Treatment Plant), Human Services (Commercial St) ,Library, Admin (2nd floor Library), Police, Administration (CPD HQs, 3rd Floor), General Services, Wastewater Treatment (Hall St. WWTF), Police, Records (CPD Headquarters) and Police, Detectives (CPD Headquarters)
		\$76,000	2023 Subtotal
2024	General Capital Transfer	23,000	Replace networked multi-functional copiers/printers/scanners for the following City departments (locations): General Services Admin (COMF); Community Development Code Enforcement (City Hall Annex) and Parks & Recreation (Heights Community Center).

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		FINANCE PURCHASING	#130-Multi-Function Photocopy Machines	
			\$23,000	2024 Subtotal
2025	General	Capital Transfer	35,000	Replace networked multi-functional copier/printer/scanner for the following City department (location): Finance, Purchasing (COMF), Finance, OMB (City Hall); Finance, Accounting (City Hall) and Library (Main Floor).
			\$35,000	2025 Subtotal
2026	General	Capital Transfer	8,000	Replace networked multi-functional copier/printer/scanner for the following City department (location): Finance, Collections (City Hall).
			\$8,000	2026 Subtotal
2027	General	Capital Transfer	41,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): Multiple departments (2nd Floor City Hall), Multiple departments (3rd Floor City Hall) and Legal (Prosecutor's Office).
			\$41,000	2027 Subtotal
2028	General	Capital Transfer	39,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): Assessing (City Hall), Fire (Fire HQs), Police, Records (CPD Headquarters) and Police Detectives (CPD Headquarters).
			\$39,000	2028 Subtotal
TOTAL			\$318,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #230-Opticom Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	N/A	Facility Cond.	N/A	Productivity	
SERVED:	☒ Replace	L	Mandates	H	Service Def.	N/A	Tax Base Exp.	N/A City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	H	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: This project provides funding for systematic replacement of "Opticom" units throughout the City. Opticom units allow emergency vehicles to control traffic signals when responding to emergencies. Presently, Opticom units are located at 56 intersections, all 4 fire station driveways, as well as 5 signalized pedestrian crosswalks on Loudon Road.

SERVICE IMPACT: Routine replacement of units allows for safe and efficient responses to emergency calls by City Fire Department and Police Department.

IMPACT IF NOT FUNDED: Opticom traffic control equipment could fail resulting in motorist confusion and increasing accident potential.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Highway Reserve	0	15,000	0	15,000	0	15,000	0	20,000	0	20,000	85,000
	Total	0	15,000	0	15,000	0	15,000	0	20,000	0	20,000	85,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #230-Opticom Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General Highway Reserve	15,000	Opticom replacement. (City Wide)
		<u>\$15,000</u>	2020 Subtotal
2022	General Highway Reserve	15,000	Opticom replacement. (City Wide)
		<u>\$15,000</u>	2022 Subtotal
2024	General Highway Reserve	15,000	Opticom replacement. (City Wide)
		<u>\$15,000</u>	2024 Subtotal
2026	General Highway Reserve	20,000	Opticom replacement. (City Wide)
		<u>\$20,000</u>	2026 Subtotal
2028	General Highway Reserve	20,000	Opticom replacement. (City Wide)
		<u>\$20,000</u>	2028 Subtotal
	TOTAL	<u>\$85,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #235-Golf Course Grounds Improvements

I. PROJECT TYPE: Golf

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L	Safety	L	Facility Cond.	L	Productivity	
SERVED:	☐ Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	N/A City Master Pl.
	☒ Rebuild	N/A	O + M Costs	N/A	Council Goals	L	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project it is make routine investments to preserve and improve the grounds at the golf course. Improvements typically consist of greens rehabilitation, tee renovations, resurfacing of golf cart paths, irrigation improvements, and improvements to fairways.

SERVICE IMPACT: Routine investments maintain the quality of the course and player satisfaction, thereby preserving market share and financial viability of the course.

IMPACT IF NOT FUNDED: Course conditions and player satisfaction will erode, resulting in loss of market share and potential threat to the long-term viability of the facility.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	310,000	310,000	285,000	285,000	325,000	0	0	0	0	0	1,515,000
Golf	G.O. Bonds	0	0	75,000	65,000	80,000	60,000	60,000	50,000	0	0	390,000
	Total	310,000	310,000	360,000	350,000	405,000	60,000	60,000	50,000	0	0	1,905,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #235-Golf Course Grounds Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	300,000	Irrigation and drainage system improvements - hole #14, #15, and #16. General Fund share.
	General G.O. Bonds	10,000	Landscape improvements - 9th fairway.
		<u>\$310,000</u>	2019 Subtotal
2020	General G.O. Bonds	300,000	Irrigation and drainage system improvements - hole #10, #11, #12, and #15. General Fund Share.
	General G.O. Bonds	10,000	Expand tee boxes - 15th forward tee.
		<u>\$310,000</u>	2020 Subtotal
2021	General G.O. Bonds	285,000	Irrigation system improvements - hole #1, #2, #9, #17, and #18. General Fund share.
	Golf G.O. Bonds	60,000	Bunker repair/replacement and drainage - #2 bunker drainage and #18 bunkers.
	Golf G.O. Bonds	15,000	Irrigation system improvements - hole #1, #2, #9, #17, and #18. Golf Fund share.
		<u>\$360,000</u>	2021 Subtotal
2022	General G.O. Bonds	285,000	Irrigation system improvements - hole #3, #4, #5, #6, #7, and #8. General Fund share.
	Golf G.O. Bonds	50,000	Reconstruct/add paved cart paths - #15 green to #16 hole to 150 yard marker, #10 hole continue to #6 start on hole #5 all around to #7, #7 green to #8 tee.
	Golf G.O. Bonds	15,000	Irrigation system improvements - hole #3, #4, #5, #6, #7, and #8. Golf Fund share.
		<u>\$350,000</u>	2022 Subtotal
2023	General G.O. Bonds	325,000	Parking lot improvements (reclaim and pave). General Fund share.
	Golf G.O. Bonds	60,000	Bunker renovation improvements.
	Golf G.O. Bonds	20,000	Parking lot improvements (reclaim and pave). Golf Fund share.
		<u>\$405,000</u>	2023 Subtotal
2024	Golf G.O. Bonds	60,000	Bunker renovation improvements.
		<u>\$60,000</u>	2024 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#235-Golf Course Grounds Improvements	
2025	Golf G.O. Bonds	60,000	Bunker renovation improvements.
		<u>\$60,000</u>	2025 Subtotal
2026	Golf G.O. Bonds	50,000	Driving range improvements.
		<u>\$50,000</u>	2026 Subtotal
	TOTAL	<u>\$1,905,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #244-Water Meter Replacement Program

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	<u>N/A</u>	Safety	<u>N/A</u>	Facility Cond.	<u>M</u>	Productivity	
SERVED:	☒ Replace	<u>N/A</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Provides for the replacement of existing automatic meter reading devices and meters.

SERVICE IMPACT: The meters and reading devices provide the only means of accurately measuring a consumers use. The accuracy of these components is critical to ensure fair and accurate billing for water and sewer customers.

IMPACT IF NOT FUNDED: Potential increase for inaccurate billing and loss of revenue for water and sewer funds.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Water	Capital Transfer	125,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	175,000	175,000	1,350,000
	Total	125,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	175,000	175,000	1,350,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 500 units.
		<u>\$125,000</u>	2019 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#244-Water Meter Replacement Program		
2020	Water	Capital Transfer	100,000	Phased installation of meters and reading devices. 500 units.
			\$100,000	2020 Subtotal
2021	Water	Capital Transfer	100,000	Phased installation of meters and reading devices. 500 units.
			\$100,000	2021 Subtotal
2022	Water	Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
			\$125,000	2022 Subtotal
2023	Water	Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
			\$125,000	2023 Subtotal
2024	Water	Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
			\$125,000	2024 Subtotal
2025	Water	Capital Transfer	150,000	Phased installation of meters and reading devices. 600 units.
			\$150,000	2025 Subtotal
2026	Water	Capital Transfer	150,000	Phased installation of meters and reading devices. 600 units.
			\$150,000	2026 Subtotal
2027	Water	Capital Transfer	175,000	Phased installation of meters and reading devices. 600 units.
			\$175,000	2027 Subtotal
2028	Water	Capital Transfer	175,000	Phased installation of meters and reading devices. 600 units.
			\$175,000	2028 Subtotal
TOTAL			\$1,350,000	

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #245-Emergency Sewage Treatment Plant Repairs

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: Wastewater Treatment Facilities

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>M</u>	Safety	<u>H</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	<u></u>	Tax Base Exp.	<u></u> City Master Pl.
	☐ Rebuild	<u>H</u>	O + M Costs	<u></u>	Council Goals	<u>H</u>	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Provides for unanticipated capital expenditures at the Hall Street and Penacook Wastewater Treatment Plants and eight sewer pump stations city-wide.

SERVICE IMPACT: Allows for expedient major repair/replacement of necessary process equipment. Funding previously carried in operating budget.

IMPACT IF NOT FUNDED: Potential service interruptions, unsafe or hazardous working conditions for employees, increased costs to accommodate system or process deficiencies.

IV. PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Sewer	Capital Outlay	58,000	61,500	63,500	65,500	67,500	70,000	71,500	74,000	76,500	79,000	687,000
	Total	58,000	61,500	63,500	65,500	67,500	70,000	71,500	74,000	76,500	79,000	687,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Sewer Capital Outlay	58,000	Emergency/unanticipated capital equipment replacement.
		\$58,000	2019 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-SEWER	#245-Emergency Sewage Treatment Plant Repairs		
2020	Sewer	Capital Outlay	61,500	Emergency/unanticipated capital equipment replacement.
			<u>\$61,500</u>	2020 Subtotal
2021	Sewer	Capital Outlay	63,500	Emergency/unanticipated capital equipment replacement.
			<u>\$63,500</u>	2021 Subtotal
2022	Sewer	Capital Outlay	65,500	Emergency/unanticipated capital equipment replacement.
			<u>\$65,500</u>	2022 Subtotal
2023	Sewer	Capital Outlay	67,500	Emergency/unanticipated capital equipment replacement.
			<u>\$67,500</u>	2023 Subtotal
2024	Sewer	Capital Outlay	70,000	Emergency/unanticipated capital equipment replacement.
			<u>\$70,000</u>	2024 Subtotal
2025	Sewer	Capital Outlay	71,500	Emergency/unanticipated capital equipment replacement.
			<u>\$71,500</u>	2025 Subtotal
2026	Sewer	Capital Outlay	74,000	Emergency/unanticipated capital equipment replacement.
			<u>\$74,000</u>	2026 Subtotal
2027	Sewer	Capital Outlay	76,500	Emergency/unanticipated capital equipment replacement.
			<u>\$76,500</u>	2027 Subtotal
2028	Sewer	Capital Outlay	79,000	Emergency/unanticipated capital equipment replacement.
			<u>\$79,000</u>	2028 Subtotal
	TOTAL		<u>\$687,000</u>	

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #252-Fire Station Improvements

I. PROJECT TYPE: Public Safety

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ H	Safety	☐ H	Facility Cond.	☐ H	Productivity	
SERVED:	☒ Replace	☐ H	Mandates	☐ H	Service Def.	☐ N/A	Tax Base Exp.	☐ City Master Pl.
	☒ Rebuild	☐ H	O + M Costs	☐ N/A	Council Goals	☐ H	Timeliness	Public Facilities
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide funding for a variety of repairs and improvements to the four existing fire stations on an annual basis. The 4 stations plus the Headquarters facility total approximately 49,000 square feet, combined. A summary of each station is below:

The Broadway Station is located at 15 Broadway. The facility was constructed in 1984 and is 5,716 SF set on 0.72 Acres.

The Manor Station is located at 46 Village Street. The facility was constructed in 1974 and is 11,376SF set on 1.28 Acres.

The Heights Station is located at 74 Loudon Rd. The facility was constructed in 1966 and is 5,016SF set on 1.02 Acres.

The Central Station is located at 150 N. State Street. The facility was constructed in 1977 and features 11,260SF.

The Concord Fire Department Headquarters is located at 24 Horseshoe Pond Lane and was opened circa 2000. The facility contains 15,290SF set on 1.52 Acres.

SERVICE IMPACT: Routine repairs and improvements help to prolong the useful life of facilities, as well as provide a safe and pleasant working environmental for employees thereby helping to maintain morale.

IMPACT IF NOT FUNDED: Increased cost for repairs due to deferred maintenance.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #252-Fire Station Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	100,000	110,000	0	0	350,000	0	0	0	0	0	560,000
	Total	100,000	110,000	0	0	350,000	0	0	0	0	0	560,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	100,000	Installation of Engine Exhaust Removal Systems at 3 fire stations.
		\$100,000	2019 Subtotal
2020	General G.O. Bonds	110,000	Comprehensive facilities needs assessment / master plan for the 4 fire stations (\$75,000), and station location study (\$35,000).
		\$110,000	2020 Subtotal
2023	General G.O. Bonds	350,000	Improvements to paved parking areas at Heights, Broadway, and Central Fire Stations.
		\$350,000	2023 Subtotal
	TOTAL	\$560,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #254-Water System Emergency/Unanticipated Equipment Replacement

I. PROJECT TYPE: Water Treatment

II. LOCATION: Water Treatment Plant and Pump Stations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	M	Safety	H	Facility Cond.	L	Productivity	
SERVED:	☒ Replace	L	Mandates	L	Service Def.	N/A	Tax Base Exp.	N/A City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Funding to provide for emergency/unanticipated replacement of capital equipment. Previously distributed in various operating accounts.

SERVICE IMPACT: Provides for timely replacement of capital components failing before their predicted life expectancy.

IMPACT IF NOT FUNDED: Without contingency funding replacements could be delayed with degradation of service.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Water	Capital Outlay	56,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000	76,000	668,000
	Total	56,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000	76,000	668,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Water Capital Outlay	56,000	Emergency/unanticipated replacement of capital equipment.
		\$56,000	2019 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#254-Water System Emergency/Unanticipated Equipment Replacement		
2020	Water Capital Outlay		60,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$60,000</u>	2020 Subtotal
2021	Water Capital Outlay		62,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$62,000</u>	2021 Subtotal
2022	Water Capital Outlay		64,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$64,000</u>	2022 Subtotal
2023	Water Capital Outlay		66,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$66,000</u>	2023 Subtotal
2024	Water Capital Outlay		68,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$68,000</u>	2024 Subtotal
2025	Water Capital Outlay		70,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$70,000</u>	2025 Subtotal
2026	Water Capital Outlay		72,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$72,000</u>	2026 Subtotal
2027	Water Capital Outlay		74,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$74,000</u>	2027 Subtotal
2028	Water Capital Outlay		76,000	Emergency/unanticipated replacement of capital equipment.
			<u>\$76,000</u>	2028 Subtotal
	TOTAL		<u>\$668,000</u>	

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #275-Sewer Pump Station Improvements

I. PROJECT TYPE: Sewer Collection

II. LOCATION: Various Pump Stations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	M	Safety	H	Facility Cond.	N/A	Productivity	
SERVED:	☒ Replace	L	Mandates	M	Service Def.	N/A	Tax Base Exp.	L City Master Pl.
	☒ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness	Sewer
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Provides for planned replacement, upgrade and refurbishment of aging equipment at sewer pump stations before disruptive failures occur. The City has a total of 8 waste water pump stations, as follows: East Concord, Loudon Road, Chenell Drive, Antrim Avenue, Hannah Dustin, Mountain Green South, Mountain Green North, and the Steeplegate Mall.

SERVICE IMPACT: Reliability of pump stations will be maintained and unanticipated repairs and escalating maintenance costs for antiquated equipment will be avoided.

IMPACT IF NOT FUNDED: Potential for unanticipated failure of equipment that could disrupt service and result in significant costs to repair or replace.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Sewer	G.O. Bonds	0	107,500	440,000	85,000	100,000	900,000	130,000	50,000	0	0	1,812,500
Sewer	Mountain Green Reserve	0	0	20,000	50,000	300,000	0	0	0	0	0	370,000
	Total	0	107,500	460,000	135,000	400,000	900,000	130,000	50,000	0	0	2,182,500

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #275-Sewer Pump Station Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Sewer G.O. Bonds	57,500	East Concord pump station space heating system upgrade to replace existing steam boiler with condensing hot water boiler. Will include new hot water unit heaters, piping, and auxiliary components.
	Sewer G.O. Bonds	50,000	Design services for Hannah Dustin pump station and standby generator replacement.
		\$107,500	2020 Subtotal
2021	Sewer G.O. Bonds	440,000	Construction of Hannah Dustin pump station and standby generator replacement.
	Sewer Mountain Green Reserve	20,000	Install a new standby generator at Mountain Green South.
		\$460,000	2021 Subtotal
2022	Sewer G.O. Bonds	85,000	East Concord Pump Station - roof replacement.
	Sewer Mountain Green Reserve	50,000	Design services for Mountain Green North pump station renovations.
		\$135,000	2022 Subtotal
2023	Sewer Mountain Green Reserve	300,000	Construction of Mountain Green North pump station designed in FY 2019
	Sewer G.O. Bonds	50,000	Design services for Steeplegate Mall pump station upgrades.
	Sewer G.O. Bonds	50,000	Design services for Chenell Drive pump station upgrades.
		\$400,000	2023 Subtotal
2024	Sewer G.O. Bonds	450,000	Construction of Steeplegate Mall pump station upgrades.
	Sewer G.O. Bonds	450,000	Construction of Chenell Drive pump station upgrades.
		\$900,000	2024 Subtotal
2025	Sewer G.O. Bonds	70,000	East Concord Pump Station - Lighting system, electrical boxes & raceways, and plumbing system upgrades
	Sewer G.O. Bonds	60,000	Purchase a portable generator.
		\$130,000	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-SEWER	#275-Sewer Pump Station Improvements	
2026	Sewer G.O. Bonds	50,000	Mountain Green Pump Stations - Facility upgrades.
		<u>\$50,000</u>	2026 Subtotal
	TOTAL	<u>\$2,182,500</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #276-Facilities Condition Assessment

I. PROJECT TYPE: Public Buildings

II. LOCATION: City-owned properties maintained by Public Properties Division throughout the City

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>N/A</u>	Safety	<u>N/A</u>	Facility Cond.	<u>H</u>	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☒ Rebuild	<u>M</u>	O + M Costs	<u>L</u>	Council Goals	<u>H</u>	Timeliness	Public Facilities
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Facilities condition assessment of Public Properties maintained structures (79 structures value at approximately \$70 million) to definitively quantify their physical condition as well as identify their current and projected restoration/renovation requirements. An integrated and prioritized maintenance plan with associated cost estimates will be developed to ensure effective investments are programmed. Information will also be used to support change of use, retirement and replacement decisions. Management of maintenance plan will require automated work order system for tracking and cost evaluations.

SERVICE IMPACT: Coordinated and prioritized renovation, restoration, and major maintenance will improve effectiveness of funds and labor efforts expenditures. Improved condition and life of facilities should result. Improved response, cost analysis and planning from work order system.

IMPACT IF NOT FUNDED: Maintenance will continue to be focused on infrastructure failures. Preventable deterioration may not be corrected.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2002

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	125,000	0	0	0	0	0	0	0	0	0	125,000
	Total	125,000	0	0	0	0	0	0	0	0	0	125,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #276-Facilities Condition Assessment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	125,000	Contract consultant services for a complete municipal building assessment to update 1990s DuBois & King report. Excludes parking facilities which were addressed by the Strategic Parking Plan. Review to focus on condition of building envelopes and mechanical systems for purpose of developing updated 10 year CIP for routine maintenance of structures.
		\$125,000	2019 Subtotal
TOTAL		\$125,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #283-Traffic Signals and Traffic Operations Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	N/A	Facility Cond.	N/A	Productivity	
SERVED:	☒ Replace	M	Mandates	H	Service Def.	L	Tax Base Exp.	H City Master Pl.
	☒ Rebuild	L	O + M Costs	H	Council Goals	H	Timeliness	Corridor Improvements
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to make investments in traffic and pedestrian signal improvements in order to achieve improved traffic operations, safety enhancements, as well as implement State and Federal regulatory requirements. Signal locations without pedestrian controls will be prioritized.

SERVICE IMPACT: Improved and enhanced vehicle and pedestrian safety throughout the City. A nominal increase in operating and maintenance costs is expected to accommodate new systems.

IMPACT IF NOT FUNDED: Increased neighborhood concern with vehicular and pedestrian safety City-wide resulting in the need for increased and dedicated police enforcement.

IV PREVIOUS FISCAL YEAR AUTHORIZED: Jan. 2000 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	55,000	30,000	30,000	42,000	205,000	30,000	30,000	230,000	30,000	30,000	712,000
	Total	55,000	30,000	30,000	42,000	205,000	30,000	30,000	230,000	30,000	30,000	712,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #283-Traffic Signals and Traffic Operations Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	55,000	N Main/Bouton/I-393 - Complete intersection equipment replacements started in FY17-18 due to increased construction bid prices including: accessible push buttons; master controller for future signal coordination; underground wiring replacement; relocation of controller cabinet (due to prior vehicle impacts); and incidental underground conduit relocation and sidewalk repairs.
		\$55,000	2019 Subtotal
2020	General G.O. Bonds	30,000	N State/Centre – Convert Centre Street eastbound left turn lane to Flashing Yellow Arrow operation
			Ft Eddy/Ft Eddy Plaza – Replace underground wiring
		\$30,000	2020 Subtotal
2021	General G.O. Bonds	30,000	N Main/Washington-Ferry - Replace vehicle signal heads, install reflectorized back plates and replace underground wiring.
		\$30,000	2021 Subtotal
2022	General G.O. Bonds	42,000	Pleasant Ext/Storrs – Convert Storrs Street northbound and southbound left turn lanes to Flashing Yellow Arrow operation. Install countdown pedestrian signals and accessible pushbuttons. Convert intersection operation to be similar to Main/Pleasant.
		\$42,000	2022 Subtotal
2023	General G.O. Bonds	175,000	Pleasant/State Intersection - Replace existing traffic signal mast arm supports and install new signal equipment including accessible pedestrian push button stations. Improve sidewalk corners, crosswalk geometry and pavement graphics.
	General G.O. Bonds	30,000	Downtown Pedestrian Signal Improvements Phase 1 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at one of the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
		\$205,000	2023 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		CD-ENGINEERING SERVICES	#283-Traffic Signals and Traffic Operations Improvements	
2024	General	G.O. Bonds	30,000	Downtown Pedestrian Signal Improvements Phase 2 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			\$30,000	2024 Subtotal
2025	General	G.O. Bonds	30,000	Downtown Pedestrian Signal Improvements Phase 3 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at one of the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			\$30,000	2025 Subtotal
2026	General	G.O. Bonds	200,000	Pleasant/Green – Replace existing traffic signal equipment with new equipment including mast arms, controller cabinet, countdown pedestrian signals, accessible push button stations, and video detection. Improve sidewalk corners, crosswalk geometry and pavement graphics.
	General	G.O. Bonds	30,000	Downtown Pedestrian Signal Improvements Phase 4 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at one of the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			\$230,000	2026 Subtotal
2027	General	G.O. Bonds	30,000	Downtown Pedestrian Signal Improvements Phase 5 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at one of the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			\$30,000	2027 Subtotal

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#283-Traffic Signals and Traffic Operations Improvements
2028	General G.O. Bonds	30,000 Downtown Pedestrian Signal Improvements Phase 6 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at one of the following downtown intersections (N Main/Washington-Ferry; Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
		\$30,000 2028 Subtotal
TOTAL		\$712,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #297-Geographic Information Systems (GIS)

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City Agencies

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	<u>N/A</u>	Safety	<u>N/A</u>	Facility Cond.	<u>M</u>	Productivity	
	☐ Replace	<u>N/A</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>H</u>	O + M Costs	<u>L</u>	Council Goals	<u>N/A</u>	Timeliness	Other
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The City's comprehensive Geographic Information System (GIS) Master Plan was completed and approved by ITAC and the City Council in 2006. The Master Plan was intended to define the long-term GIS capital needs.

Internet based GIS software has been operational since 2005 allowing access to the City's GIS network with a web browser. Property information, street, zoning, voting wards, aerial photos, and contours are now available on this public website.

Recent document management innovations added to the City GIS made property development plans and utility records available from interactive web maps. The digital tax map project was introduced to merge three existing versions of the City's tax maps into one single database of improved accuracy and efficiency in use.

SERVICE IMPACT: Investments in GIS technology are essential for the delivery of services to the internal and external customers. The need to share information has become imperative to the way the City conducts business. Without access to GIS information many of the City's personnel would not be able to perform their job duties. The GIS fits into the category of delivering information (including digital aerial photos) across department boundaries and to the public through the internet.

IMPACT IF NOT FUNDED: The GIS data that the City has heavily invested in will deteriorate to the point where it will become functionally obsolete. The ability to capture and update the changes in the City as new development occurs will diminish. Propagation of GIS databases to the City's other departments will not happen as quickly or efficiently.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2006

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

5

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #297-Geographic Information Systems (GIS)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Transfer	38,000	83,000	3,500	3,500	73,500	3,500	3,500	3,500	3,500	3,000	218,500
General	G.O. Bonds	78,000	150,000	0	0	0	0	0	0	0	0	228,000
Sewer	Capital Transfer	0	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	30,500
Water	Capital Transfer	0	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	30,500
Total		116,000	239,000	10,500	10,500	80,500	10,500	10,500	10,500	10,500	9,000	507,500

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	78,000	Tax Map Update Phase 6A. (Bond Share)
	General Capital Transfer	22,000	Tax Map Update Phase 6A.
	General Capital Transfer	16,000	Replace Large Format Digital Plotter/Scanner.
		<u>\$116,000</u>	2019 Subtotal
2020	General G.O. Bonds	150,000	Update of GIS topographic and planimetric data. 10-year mapping update with high resolution imagery to all GIS digital layers including ground and water surfaces, buildings, utilities, and misc. features.
	General Capital Transfer	80,000	Tax Map Update Phase 6B.
	General Capital Transfer	3,000	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
	Water Capital Transfer	3,000	GIS Layer Development. (Water Portion)
	Sewer Capital Transfer	3,000	GIS Layer Development. (Sewer Portion)
		<u>\$239,000</u>	2020 Subtotal
2021	Water Capital Transfer	3,500	GIS Layer Development. (Water Portion)
	Sewer Capital Transfer	3,500	GIS Layer Development. (Sewer Portion)
	General Capital Transfer	3,500	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
		<u>\$10,500</u>	2021 Subtotal
2022	General Capital Transfer	3,500	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#297-Geographic Information Systems (GIS)	
	Sewer Capital Transfer	3,500	GIS Layer Development. (Sewer Portion)
	Water Capital Transfer	3,500	GIS Layer Development. (Water Portion)
		\$10,500	2022 Subtotal
2023	General Capital Transfer	70,000	Survey Grade GPS System - Survey grade Global Positioning System (GPS) receiver and data collector for design data layout, control and mapping.
	Water Capital Transfer	3,500	GIS Layer Development. (Water Portion)
	Sewer Capital Transfer	3,500	GIS Layer Development. (Sewer Portion)
	General Capital Transfer	3,500	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
		\$80,500	2023 Subtotal
2024	General Capital Transfer	3,500	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
	Sewer Capital Transfer	3,500	GIS Layer Development. (Sewer Portion)
	Water Capital Transfer	3,500	GIS Layer Development. (Water Portion)
		\$10,500	2024 Subtotal
2025	Sewer Capital Transfer	3,500	GIS Layer Development. (Sewer Portion)
	General Capital Transfer	3,500	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
	Water Capital Transfer	3,500	GIS Layer Development. (Water Portion)
		\$10,500	2025 Subtotal
2026	General Capital Transfer	3,500	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
	Water Capital Transfer	3,500	GIS Layer Development. (Water Portion)
	Sewer Capital Transfer	3,500	GIS Layer Development. (Sewer Portion)
		\$10,500	2026 Subtotal
2027	General Capital Transfer	3,500	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
	Water Capital Transfer	3,500	GIS Layer Development. (Water Portion)
	Sewer Capital Transfer	3,500	GIS Layer Development. (Sewer Portion)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#297-Geographic Information Systems (GIS)	
		\$10,500	2027 Subtotal
2028	Sewer Capital Transfer	3,000	GIS Layer Development. (Sewer Portion)
	Water Capital Transfer	3,000	GIS Layer Development. (Water Portion)
	General Capital Transfer	3,000	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
		\$9,000	2028 Subtotal
TOTAL		\$507,500	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #305-Fire Department Communications Equipment

I. PROJECT TYPE: Public Safety

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New Safety Facility Cond. Productivity
 SERVED: ☒ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☐ Rebuild O + M Costs Council Goals Timeliness Other
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: Systematic and planned replacement of critical emergency communications equipment.

SERVICE IMPACT: Improved reliability on the emergency scene which improves safety and maintains operational efficiency.

IMPACT IF NOT FUNDED: Less reliable communication equipment results in increased threat to health and safety of City personnel as well as the general public.

IV. PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 7

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	265,000	0	0	0	0	0	0	700,000	0	965,000
	Total	0	265,000	0	0	0	0	0	0	700,000	0	965,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	265,000	Replace 1960's era radio and dispatch console equipment.
		\$265,000	2020 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#305-Fire Department Communications Equipment	
2027	General G.O. Bonds	700,000	Portable Radio Replacement.
		<u>\$700,000</u>	2027 Subtotal
	TOTAL	<u>\$965,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #321-Water System Master Plan & Implementation

I. PROJECT TYPE: Water Treatment

II. LOCATION: General Services

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	L Safety	N/A Facility Cond.	N/A Productivity	
SERVED:	☐ Replace	M Mandates	L Service Def.	N/A Tax Base Exp.	L City Master Pl.
	☐ Rebuild	N/A O + M Costs	N/A Council Goals	M Timeliness	Water
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The Water Master Plan was completed in 3 separate phases during 2006-2010. Part one looked at alternative water sources recommending a source of supply in the Merrimack River. Part two evaluated the existing water treatment facility and looked at future treatment options recommending the refurbishment of the existing treatment facility on Hutchinson Street. Part three reviewed the City's anticipated future distribution and storage needs and made recommendations associated therewith.

The purpose of this projects is to undertake a comprehensive update select portions of the Water Master Plan.

SERVICE IMPACT: Periodic review and updating of the water master plan helps allows the City to adequately plan for future needs of the community, as well as prioritize investments in the water system.

IMPACT IF NOT FUNDED: Inadequate planning for the City's future water needs could result in water shortages, as well as a variety of negative economic development and fiscal impacts to the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 30 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Water	G.O. Bonds	0	90,000	0	50,000	0	0	0	40,000	0	0	180,000
	Total	0	90,000	0	50,000	0	0	0	40,000	0	0	180,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #321-Water System Master Plan & Implementation

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Water G.O. Bonds	90,000	Conduct Geophysical site investigation for Merrimack River source.
		<u>\$90,000</u>	2020 Subtotal
2022	Water G.O. Bonds	50,000	Update Master Plan Phase 3 (completed in 2010)
		<u>\$50,000</u>	2022 Subtotal
2026	Water G.O. Bonds	40,000	Update the Master Plan completed in 2010.
		<u>\$40,000</u>	2026 Subtotal
	TOTAL	<u>\$180,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #323-Combined Operations & Maintenance Facility (COMF) Improvements

I. PROJECT TYPE: Public Buildings

II. LOCATION: COMF - 311 North State Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	☐ M	Safety	☐ L	Facility Cond.	☐ M	Productivity	
SERVED:	☐ Replace	☐ N/A	Mandates	☐ H	Service Def.	☐ N/A	Tax Base Exp.	☐ L City Master Pl.
	☒ Rebuild	☐ N/A	O + M Costs	☐ N/A	Council Goals	☐ M	Timeliness	Public Facilities
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: This provides for the capital improvements for the Combined Operations and Maintenance Facility (COMF) that houses General Services Department, as well as transportation operations for the Concord Union School District.

SERVICE IMPACT: Routine investments will prolong the useful life of the facility thereby reducing long-term operating and repair costs. Investments will also help reduce long-term energy costs, maintain safety for employees, safeguard vehicles and equipment, as well as maintain employee morale.

IMPACT IF NOT FUNDED: The facility will deteriorate and its useful life will be diminished.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

15

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Water	G.O. Bonds	142,500	142,500	67,500	35,000	120,000	15,000	50,000	0	0	0	572,500
General	G.O. Bonds	265,000	360,000	160,000	70,000	290,000	30,000	100,000	0	0	0	1,275,000
Sewer	G.O. Bonds	142,500	142,500	67,500	35,000	120,000	15,000	50,000	0	0	0	572,500
	Total	550,000	645,000	295,000	140,000	530,000	60,000	200,000	0	0	0	2,420,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #323-Combined Operations & Maintenance Facility (COMF) Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	150,000	Roof coating and replacement Phase III of III.
	Sewer G.O. Bonds	75,000	Roof coating and replacement Phase III of III.
	Water G.O. Bonds	75,000	Roof coating and replacement Phase III of III.
	General G.O. Bonds	30,000	Rubber floor replacement phase I.
	General G.O. Bonds	30,000	Phase II Refurbish floor drainage grates in Vehicle Storage Building.
	General G.O. Bonds	25,000	Phased concrete floor replacement.
	General G.O. Bonds	20,000	Crack seal and seal coat existing pavement. Pave gravel areas used for vehicle storage.
	Water G.O. Bonds	20,000	Crack seal and seal coat existing pavement. Pave gravel areas used for vehicle storage.
	Sewer G.O. Bonds	20,000	Crack seal and seal coat existing pavement. Pave gravel areas used for vehicle storage.
	Water G.O. Bonds	15,000	Phase II Refurbish floor drainage grates in Vehicle Storage Building.
	Water G.O. Bonds	15,000	Rubber floor replacement. Phase I.
	Sewer G.O. Bonds	15,000	Rubber floor replacement. Phase I.
	Sewer G.O. Bonds	15,000	Phase II Refurbish floor drainage grates in Vehicle Storage Building.
	Water G.O. Bonds	12,500	Phased concrete floor replacement.
	Sewer G.O. Bonds	12,500	Phased concrete floor replacement.
	Water G.O. Bonds	5,000	Replace furniture in common areas.
	Sewer G.O. Bonds	5,000	Replace furniture in common areas.
	General G.O. Bonds	10,000	Replace furniture in common areas. Original equipment circa 1992 when facility was first occupied.
		<u>\$550,000</u>	2019 Subtotal
2020	General G.O. Bonds	200,000	Replace underground fuel tanks.
	General G.O. Bonds	100,000	Repair Salt Shed structure. Phase I.
	Water G.O. Bonds	75,000	Replace underground fuel tanks.
	Sewer G.O. Bonds	75,000	Replace underground fuel tanks.
	Water G.O. Bonds	37,500	Repair Salt Shed structure. Phase I.

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#323-Combined Operations & Maintenance Facility (COMF) Improvements	
	Sewer G.O. Bonds	37,500	Repair Salt Shed structure. Phase I.
	General G.O. Bonds	30,000	Rubber floor replacement Phase II.
	General G.O. Bonds	20,000	Repaint walls and replace carpet in all principal areas of the facility.
	Sewer G.O. Bonds	15,000	Rubber floor replacement Phase II.
	Water G.O. Bonds	15,000	Rubber floor replacement phase II.
	Water G.O. Bonds	10,000	Repaint walls and replace carpet in all principal areas of the facility.
	Sewer G.O. Bonds	10,000	Repaint walls and replace carpet in all principal areas of the facility.
	General G.O. Bonds	10,000	Renovate the women's lavatory
	Sewer G.O. Bonds	5,000	Renovate women's lavatory
	Water G.O. Bonds	5,000	Renovate women's lavatory
		\$645,000	2020 Subtotal
2021	General G.O. Bonds	100,000	Repair Salt Shed structure. Phase II.
	General G.O. Bonds	40,000	Phased plan to replace one-third of the overhead doors. (17 of the 57) Phase I.
	Water G.O. Bonds	37,500	Repair Salt Shed structure. Phase II.
	Sewer G.O. Bonds	37,500	Repair Salt Shed structure. Phase II.
	Water G.O. Bonds	20,000	Phased plan to replace one-third of the overhead doors. (17 of the 57) Phase I.
	Sewer G.O. Bonds	20,000	Phased plan to replace one-third of the overhead doors. (17 of the 57) Phase I.
	General G.O. Bonds	20,000	Replace original ceiling tiles throughout the facility. (Circa 1992 original materials)
	Water G.O. Bonds	10,000	Replace original ceiling tiles throughout the facility. (Circa 1992 original materials)
	Sewer G.O. Bonds	10,000	Replace original ceiling tiles throughout the facility. (Circa 1992 original materials)
		\$295,000	2021 Subtotal
2022	General G.O. Bonds	30,000	HVAC and Energy Management System upgrades. Original 2007 work performed by Siemens Company. Maintain energy efficiency.
	Water G.O. Bonds	20,000	Phased plan to replace one-third of the overhead doors. (20 of the 57) Phase II.
	Sewer G.O. Bonds	20,000	Phased plan to replace one-third of the overhead doors. (20 of the 57) Phase II.
	Sewer G.O. Bonds	15,000	HVAC and Energy Management System upgrades. Original 2007 work performed by Siemens Company.

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#323-Combined Operations & Maintenance Facility (COMF) Improvements	
			Maintain energy efficiency.
	Water G.O. Bonds	15,000	HVAC and Energy Management System upgrades. Original 2007 work performed by Siemens Company.
			Maintain energy efficiency.
	General G.O. Bonds	40,000	Phased plan to replace one-third of the overhead doors. (20 of the 57) Phase II.
		\$140,000	2022 Subtotal
2023	General G.O. Bonds	200,000	Replace underground fuel tanks.
	Water G.O. Bonds	75,000	Replace underground fuel tanks.
	Sewer G.O. Bonds	75,000	Replace underground fuel tanks.
	General G.O. Bonds	50,000	Pavement rehabilitation.
	General G.O. Bonds	40,000	Last phase of a plan to replace overhead doors (20 of 57) Phase III.
	Sewer G.O. Bonds	25,000	Pavement rehabilitation.
	Water G.O. Bonds	25,000	Pavement rehabilitation.
	Sewer G.O. Bonds	20,000	Last phase of a plan to replace overhead doors (20 of 57) Phase III.
	Water G.O. Bonds	20,000	Last phase of a plan to replace overhead doors (20 of 57) Phase III.
		\$530,000	2023 Subtotal
2024	General G.O. Bonds	30,000	Crack seal and seal coat existing pavement.
	Water G.O. Bonds	15,000	Crack seal and seal coat existing pavement.
	Sewer G.O. Bonds	15,000	Crack seal and seal coat existing pavement.
		\$60,000	2024 Subtotal
2025	General G.O. Bonds	100,000	Refurbish HVAC system and controls.
	Sewer G.O. Bonds	50,000	Refurbish HVAC system and controls.
	Water G.O. Bonds	50,000	Refurbish HVAC system and controls.
		\$200,000	2025 Subtotal
	TOTAL	\$2,420,000	

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #335-Thermal Imaging Cameras

I. PROJECT TYPE: Public Safety

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New Safety Facility Cond. Productivity
 SERVED: ☒ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☐ Rebuild O + M Costs Council Goals Timeliness
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: Systematic replacement of thermal imaging cameras for front line fire apparatus.

SERVICE IMPACT: Thermal imaging cameras are an important tool in fire fighting. They can assist in locating people and animals in burning buildings, as well as help locate hidden fire smoldering within building cavities, thereby helping to expedite emergency response efforts, as well as reduce un-necessary risk to personnel and damage to private property.

IMPACT IF NOT FUNDED: Increased life safety risk and inability to overhaul efficiently.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Transfer	30,000	30,000	0	0	0	0	0	0	0	0	60,000
General	G.O. Bonds	0	0	0	0	0	0	60,000	0	0	0	60,000
	Total	30,000	30,000	0	0	0	0	60,000	0	0	0	120,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #335-Thermal Imaging Cameras

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General Capital Transfer	30,000	Phase 1 of 2. Systematic replacement of thermal imaging cameras. Anticipated to replace cameras purchased from FY2012.
		\$30,000	2019 Subtotal
2020	General Capital Transfer	30,000	Phase 2 of 2. Systematic replacement of thermal imaging cameras. Anticipated to replace cameras purchased in FY2014.
		\$30,000	2020 Subtotal
2025	General G.O. Bonds	60,000	Systematic Replacement of Thermal Imaging Cameras.
		\$60,000	2025 Subtotal
	TOTAL	\$120,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #345-Water Supply Well Field Maintenance

I. PROJECT TYPE: Water Treatment

II. LOCATION: Sanders Station (Pump Station 2), N. Pembroke Rd.

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L	Safety	M	Facility Cond.	H	Productivity	
SERVED:	☐ Replace	L	Mandates	H	Service Def.	M	Tax Base Exp.	L City Master Pl.
	☒ Rebuild	M	O + M Costs	N/A	Council Goals	M	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Maintaining an adequate water supply is important for the city. The purpose of this project is to properly maintain the City's well fields in Pembroke through regular investments thereby ensuring the facility will be available to produce approximately 1 million gallons per day on an as-needed basis. This project will comply with and help implement the recommendations of the 2006-2010 Water Master Plan

SERVICE IMPACT: Helps to maintain a diverse mix of supply sources for the City's water system and reduces dependence on Penacook Lake and the Contoocook River.

IMPACT IF NOT FUNDED: Drought conditions and a regulated restriction of Contoocook River usage may require that water restrictions be implemented throughout the City.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Water	G.O. Bonds	0	0	150,000	0	1,500,000	0	0	0	0	0	1,650,000
	Total	0	0	150,000	0	1,500,000	0	0	0	0	0	1,650,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #345-Water Supply Well Field Maintenance

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Water G.O. Bonds	150,000	Design of a new pump house and appurtenances. Wright Pierce Engineers assessment and recommendations.
		\$150,000	2021 Subtotal
2023	Water G.O. Bonds	1,500,000	Place Holder for construction of new pump house at Station 2.
		\$1,500,000	2023 Subtotal
	TOTAL	\$1,650,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #347-Water Storage Tank Repairs

I. PROJECT TYPE: Water Treatment

II. LOCATION: Five sites around the City

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	☐ L	Safety	☐ L	Facility Cond.	☐ N/A	Productivity	
SERVED:	☐ Replace	☐ N/A	Mandates	☐ H	Service Def.	☐ N/A	Tax Base Exp.	☐ N/A City Master Pl.
	☒ Rebuild	☐ N/A	O + M Costs	☐ N/A	Council Goals	☐ H	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to establish a schedule of capital investments for the City's water tanks and related systems. The City has 5 water tanks, as follows:
Ed Young Tank on Penacook Street
Primrose Tank in Penacook
East Concord Tank off Portsmouth Street
Snow Pond Tank off Snow Pond up behind the Mountain Green development
Auburn Street Tank behind Concord Hospital

Routine investments will prolong the life of these facilities. Cleaning, crack sealing and re-application of the cementitious coatings to the exterior of the tanks will prevent corrosion and extend useful life each structure. Altitude valves and underground valve chambers will be repaired and rehabilitated while the tanks are out of service.

SERVICE IMPACT: Distribution tanks provide a readily available supply of water to meet the needs of the customers, but more importantly to provide needed fire protection volumes to the neighborhoods. Each tank represents a significant investment by the City and needs to be kept in a highly serviceable condition.

IMPACT IF NOT FUNDED: Lack of routine investments will decrease useful life of these facilities. In the extreme, lack of maintenance could cause tank failures thereby causing disruptions in water service (both domestic and fire protection).

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #347-Water Storage Tank Repairs

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Water	G.O. Bonds	0	0	0	50,000	0	75,000	40,000	150,000	55,000	0	370,000
	Total	0	0	0	50,000	0	75,000	40,000	150,000	55,000	0	370,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Water G.O. Bonds	50,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (West End Tank)
		<u>\$50,000</u>	2022 Subtotal
2024	Water G.O. Bonds	75,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (East Concord Tank)
		<u>\$75,000</u>	2024 Subtotal
2025	Water G.O. Bonds	40,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (Snow Pond Tank)
		<u>\$40,000</u>	2025 Subtotal
2026	Water G.O. Bonds	100,000	Cleaning, crack sealing, and painting. (Ed Young Tank)
	Water G.O. Bonds	50,000	Altitude Valve refurbishment. (Ed Young Tank)
		<u>\$150,000</u>	2026 Subtotal
2027	Water G.O. Bonds	55,000	Cleaning, crack sealing tank and Altitude Valve (Primrose Tank)
		<u>\$55,000</u>	2027 Subtotal
	TOTAL	<u>\$370,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #358-Garrison Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Hutchins Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L Safety	M Facility Cond.	N/A Productivity	
SERVED:	☒ Replace	L Mandates	M Service Def.	N/A Tax Base Exp.	M City Master Pl.
	☒ Rebuild	L O + M Costs	M Council Goals	N/A Timeliness	Parks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: In 2005, the City completed a comprehensive Master Plan for Garrison Park. The purpose of the plan was to identify and prioritize short and long-term improvements for the facility.

SERVICE IMPACT: Proposed improvements will promote the use and enjoyment of the City's parks while ensuring efficiency in expenditure and the greatest return on investment.

IMPACT IF NOT FUNDED: Existing facilities will continue to deteriorate, and facility expansion potential will not be realized. Any City funding will not be utilized in a planned and coordinated manner resulting in waste and inefficiency. There will be a loss in utilization and enjoyment of this facility by the citizenry.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	100,000	45,000	0	0	100,000	0	100,000	0	345,000
	Total	0	0	100,000	45,000	0	0	100,000	0	100,000	0	345,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #358-Garrison Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	100,000	Replacement of playground equipment.
		\$100,000	2021 Subtotal
2022	General G.O. Bonds	45,000	Crack seal, colorize, and stripe two basketball courts. Replace standards, replace backboards with acrylic backboards.
		\$45,000	2022 Subtotal
2025	General G.O. Bonds	100,000	Installation of exercise equipment with poured in place safety surfacing.
		\$100,000	2025 Subtotal
2027	General G.O. Bonds	100,000	Construction of accessible walkways and bridges within the southerly areas of the park as identified in the Park Improvement Plan for Garrison Park.
		\$100,000	2027 Subtotal
	TOTAL	\$345,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #359-Merrill Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Eastman Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L Safety	M Facility Cond.	N/A Productivity	
SERVED:	☒ Replace	L Mandates	M Service Def.	N/A Tax Base Exp.	M City Master Pl.
	☒ Rebuild	L O + M Costs	M Council Goals	N/A Timeliness	Parks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: In 2005, the City completed a comprehensive Master Plan for Merrill Park. The purpose of the plan was to identify and prioritize short and long-term improvements for the facility.

SERVICE IMPACT: Proposed improvements will promote the use and enjoyment of the City's parks while ensuring efficiency in expenditure and the greatest return on investment.

IMPACT IF NOT FUNDED: Existing facilities will continue to deteriorate, and facility expansion potential will not be realized. Any City funds will not be done in a planned and coordinated manner resulting in waste and inefficiency. There will be a loss in utilization and enjoyment of this facility by the citizenry.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	14,000	135,000	0	20,000	0	30,000	0	120,000	0	319,000
	Total	0	14,000	135,000	0	20,000	0	30,000	0	120,000	0	319,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #359-Merrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	14,000	Crack seal, colorize, stripe and replace standards and backboards with acrylic backboards on the basketball court
		\$14,000	2020 Subtotal
2021	General G.O. Bonds	75,000	Install exercise equipment with poured in place safety surfacing
	General G.O. Bonds	60,000	Replace playground equipment and utilize poured in place safety surfacing
		\$135,000	2021 Subtotal
2023	General G.O. Bonds	20,000	Crack seal, colorize and stripe three (3) tennis courts
		\$20,000	2023 Subtotal
2025	General G.O. Bonds	30,000	Replace current court lights with energy saving LED lights
		\$30,000	2025 Subtotal
2027	General G.O. Bonds	120,000	Construct pedestrian access bridge over Mill Brook per Merrill Park Master Plan. (CDD-Engineering)
		\$120,000	2027 Subtotal
	TOTAL	\$319,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #360-Kimball Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: North State Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ Safety	☐ Facility Cond.	☐ Productivity	
SERVED:	☐ Replace	☐ Mandates	☐ Service Def.	☐ Tax Base Exp.	☐ City Master Pl.
	☐ Rebuild	☐ O + M Costs	☐ Council Goals	☐ Timeliness	☐ Parks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: Kimball Park was the focus of an intensive planning and design effort undertaken with Groundwork Concord, Inc. (now defunct) to guide future maintenance and capital investment in that park. The planning process resulted in the Kimball Park Master Plan for the upgrade and improvement of the park that prioritizes the City's expenditures and encourage volunteerism and donations to benefit the park.

SERVICE IMPACT: The improvement plans will promote the use and enjoyment of the City's parks while ensuring efficiency in expenditure and the greatest return on investment.

IMPACT IF NOT FUNDED: Existing facilities will continue to deteriorate, and facility expansion potential will not be realized. Any City funds will not be done in a planned and coordinated manner resulting in waste and inefficiency. There will be a loss in utilization and enjoyment of this facility by the citizenry.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	10,000	190,000	0	50,000	0	0	60,000	7,000	317,000
	Total	0	0	10,000	190,000	0	50,000	0	0	60,000	7,000	317,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #360-Kimball Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	10,000	Crack seal, colorize, and stripe one basketball court.
		<u>\$10,000</u>	2021 Subtotal
2022	General G.O. Bonds	190,000	Playground equipment replacement.
		<u>\$190,000</u>	2022 Subtotal
2024	General G.O. Bonds	50,000	Install exercise equipment with poured in place safety surfacing.
		<u>\$50,000</u>	2024 Subtotal
2027	General G.O. Bonds	60,000	Replace perimeter fencing.
		<u>\$60,000</u>	2027 Subtotal
2028	General G.O. Bonds	7,000	Crack seal, colorize, stripe one basketball court.
		<u>\$7,000</u>	2028 Subtotal
	TOTAL	<u>\$317,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #370-Police Department Ballistic Vest Replacement Program

I. PROJECT TYPE: Public Safety

II. LOCATION: Police

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L Safety	N/A Facility Cond.	N/A Productivity	
SERVED:	☒ Replace	N/A Mandates	L Service Def.	N/A Tax Base Exp.	N/A City Master Pl.
	☐ Rebuild	H O + M Costs	N/A Council Goals	M Timeliness	Long-Range Planning
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: This project provides for the systematic replacement of Ballistic Vests (bullet proof vests) for the Police Department in accordance with industry standards.

SERVICE IMPACT: Ballistic Vests are on a 5 year replacement program per service standards. It is important to replace vests on a regular basis in order to keep up with latest ballistic technology. Ballistic Vests were last replaced in December 2016. This batch will need to be replaced on or about December 2021.

IMPACT IF NOT FUNDED: Safety for Police Officers could be compromised.

IV. PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 5 Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	75,000	0	0	0	0	80,000	0	0	155,000
	Total	0	0	75,000	0	0	0	0	80,000	0	0	155,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	75,000	Replace vests purchased in FY2016.
		\$75,000	2021 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#370-Police Department Ballistic Vest Replacement Program
2026	General G.O. Bonds	80,000 Replace vests purchased in FY2021.
		\$80,000 2026 Subtotal
	TOTAL	\$155,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #372-Water System Pump Station Improvements

I. PROJECT TYPE: Water Treatment

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>L</u>	Safety	<u>M</u>	Facility Cond.	<u>H</u>	Productivity		
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>H</u>	Service Def.	<u></u>	Tax Base Exp.	<u>L</u>	City Master Pl.
	☒ Rebuild	<u>M</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness		Water
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: This project provides for the planned improvements to the 3 pump stations which are part of the potable water distribution system, as follows:

Pump Station #3: Penacook Street

Pump Station #5: Broad Cove Road (at the Contoocook River)

Pump Station #6: Mountain Road

The other 2 water pump stations are part of the Water Plant and Pembroke well fields, and therefore are addressed separately by other capital improvement projects.

Phase II of the 2006 Water Master Plan Phase describes the need to boost the pressure and availability in an area north east of Portsmouth Street requiring an additional elevated pressure zone.

SERVICE IMPACT: Planned upgrades to existing stations ensures over all reliability of the water system.

IMPACT IF NOT FUNDED: The ability to effectively and efficiently distribute water to users will be compromised and could result in service disruptions. Service disruptions would not only cause inconvenience but could also result in life / safety issues due to potential inability to supply public and private fire suppression systems.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #372-Water System Pump Station Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Water	G.O. Bonds	100,000	0	0	0	0	1,200,000	0	0	0	0	1,300,000
	Total	100,000	0	0	0	0	1,200,000	0	0	0	0	1,300,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Water G.O. Bonds	100,000	Rebuild Station 6. Structural, architectural, and site improvements.
		\$100,000	2019 Subtotal
2024	Water G.O. Bonds	1,200,000	Design and construct boosted pressure zone north east of Portsmouth Street per Phase III of the Master Plan.
		\$1,200,000	2024 Subtotal
	TOTAL	\$1,300,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #375-Fire Department Boats

I. PROJECT TYPE: Public Safety

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>M</u>	Safety	<u>M</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☒ Replace	<u>N/A</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>M</u>	O + M Costs	<u>L</u>	Council Goals	<u>M</u>	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: This project provides for the systematic replacement of the Fire Department's 3 motorized rescue watercraft.

SERVICE IMPACT: Older water craft are less reliable and more expensive to maintain.

IMPACT IF NOT FUNDED: Increased threat to health and safety for rescue personnel, as well as the general public due to unreliable equipment.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	0	30,000	0	0	0	0	0	0	30,000
General	Capital Transfer	0	0	0	0	0	0	30,000	0	0	0	30,000
	Total	0	0	0	30,000	0	0	30,000	0	0	0	60,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #375-Fire Department Boats

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	30,000	Systematic replacement of fire department boats.
		\$30,000	2022 Subtotal
2025	General Capital Transfer	30,000	Replace Boat 7. (2010)
		\$30,000	2025 Subtotal
	TOTAL	\$60,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #376-Fire Department Hose & Equipment Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: All Engines, Ladders, Rescue & Tanker

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	☐ H	Safety	☐ H	Facility Cond.	☐ H	Productivity	
SERVED:	☒ Replace	☐ H	Mandates	☐ H	Service Def.	☐ N/A	Tax Base Exp.	☐ N/A City Master Pl.
	☐ Rebuild	☐ M	O + M Costs	☐ M	Council Goals	☐ H	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: This project provides funding for the systematic replacement of fire hose and equipment carried on apparatus.

SERVICE IMPACT: Project is intended to fund equipment purchases to replace aging equipment during the equipping of new apparatus placed in service.

IMPACT IF NOT FUNDED: Inability to effectively outfit fire engines with required hose and associated equipment could compromise public safety.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Transfer	20,000	0	0	25,000	30,000	0	30,000	0	0	0	105,000
General	G.O. Bonds	0	0	60,000	0	0	0	0	0	0	0	60,000
	Total	20,000	0	60,000	25,000	30,000	0	30,000	0	0	0	165,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #376-Fire Department Hose & Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General Capital Transfer	20,000	Systematic replacement of fire hose and equipment.
		<u>\$20,000</u>	2019 Subtotal
2021	General G.O. Bonds	60,000	Extrication Equipment Replacement
		<u>\$60,000</u>	2021 Subtotal
2022	General Capital Transfer	25,000	Systematic replacement of fire hose and equipment.
		<u>\$25,000</u>	2022 Subtotal
2023	General Capital Transfer	30,000	Systematic replacement of fire hose and equipment.
		<u>\$30,000</u>	2023 Subtotal
2025	General Capital Transfer	30,000	Systematic replacement of fire hose and equipment.
		<u>\$30,000</u>	2025 Subtotal
	TOTAL	<u>\$165,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #380-Neighborhood Safety Improvements

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: City-Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	<u>H</u>	Safety	<u>N/A</u>	Facility Cond.	<u>H</u>	Productivity	
SERVED:	☐ Replace	<u>N/A</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	Targeted Neighborhoods
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to implement pedestrian safety improvements throughout the City in order to improve the livability of neighborhoods, reduce traffic speeds, as well as enhance pedestrian and vehicular safety.

SERVICE IMPACT: Pedestrian safety improvements will reduce speeds on neighborhood streets, thereby resulting in improved public safety and less demand upon the Concord Police Department for traffic enforcement.

IMPACT IF NOT FUNDED: Continued community concern about neighborhood traffic speeds and pedestrian safety. Heightened demand for police speed enforcement.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

25

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Donations	0	0	0	25,000	0	0	0	0	0	0	25,000
General	G.O. Bonds	0	0	0	40,000	0	0	0	0	0	0	40,000
	Total	0	0	0	65,000	0	0	0	0	0	0	65,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #380-Neighborhood Safety Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	40,000	Design and construction of pedestrian safety improvements along Allen Street to be coordinated with Merrimack Valley High School.
	General Donations	25,000	School District share.
		\$65,000	2022 Subtotal
TOTAL		\$65,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SOLID WASTE #381-Landfill Closure and Maintenance

I. PROJECT TYPE: Solid Waste Management

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	<u>M</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
	☐ Replace	<u>H</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>M</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>H</u>	Timeliness	Targeted Neighborhoods
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to serve as a placeholder concerning the closure and stewardship of the 10 +/- former landfills within the City. As part of this project, the City shall address environmental and regulatory issues, as well as examine the feasibility of converting some facilities into public recreational resources in order to improve quality of life.

Each site is unique and, therefore, the management approach for each facility is different. However, all sites are registered, characterized, and remediated in accordance with state and federal regulations.

When specifically directed by the City Council, opportunities for recreational re-use of these facilities shall be evaluated on a case by case basis in conjunction with regulatory agencies in order to properly guide the design and implementation of closure / remedial action plans.

SERVICE IMPACT: By proactively addressing this issue the City will its liability exposure and provide opportunities to potentially develop additional community open space and other recreation resources.

IMPACT IF NOT FUNDED: Environmental liability exposure.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 30

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SOLID WASTE #381-Landfill Closure and Maintenance

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	8,120,000	0	8,120,000
	Total	0	0	0	0	0	0	0	0	8,120,000	0	8,120,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	8,120,000	Construction of Old Suncook Road Landfill cap. Cost estimate is preliminary pending final design.
		<u>\$8,120,000</u>	2027 Subtotal
	TOTAL	<u>\$8,120,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #383-New Airport Terminal Building

I. PROJECT TYPE: Airport

II. LOCATION: Airport Road

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	<u>M</u>	Safety	<u>H</u>	Facility Cond.	<u>M</u>	Productivity	
	☒ Replace	<u>H</u>	Mandates	<u>H</u>	Service Def.	<u>M</u>	Tax Base Exp.	<u>M</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>H</u>	Council Goals	<u>M</u>	Timeliness	Airport
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: This project entails the construction of a new Terminal building to serve Concord Airport as recommended by the 2006 Airport Master Plan.

The current Airport terminal building was constructed in 1938 and later renovated in 1961. Due to its age, the terminal is plagued with a variety of significant building code violations, structural deficiencies, and inadequate security measures. The age and configuration of the terminal also make it extremely difficult to make the building compliant with the 1990 Americans with Disabilities Act (ADA) without major renovations at significant cost. These issues render much of the terminal building unusable.

Because of the growing importance of the airport as well as the obsolete condition of the current terminal, the Master Plan strongly recommended the construction of a new 9,000 SF terminal building with expanded parking facilities in the general vicinity of the existing terminal building. The estimated cost of the project is \$2,732,800 (2006 dollars). This cost was comparable to those estimated to renovate the existing building, thereby making new construction very attractive.

An economic impact analysis completed by the City as part of the 2006 Airport Master Plan revealed that Concord Airport contributes \$7.2 million dollars to the local economy in the form of direct, indirect, and induced impacts. The same study also estimated that the Airport supports nearly 1,700 jobs throughout the region. Construction of a new terminal building will help expand use of the Airport, and therefore further bolster the local and regional economy.

SERVICE IMPACT: To prevent further deterioration of facility, operation and safety concerns, continued deficiencies based on projected demand and capacity.

IMPACT IF NOT FUNDED: Inability to grow air traffic at the airport thereby resulting in stagnant revenues and persisting code compliance / life-safety concerns with the current facility.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1997

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #383-New Airport Terminal Building

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Airport	Capital Transfer	5,556	0	0	0	0	0	0	0	0	0	5,556
Other	State	5,556*	0	0	0	0	0	0	0	175,000	0	180,556
Airport	G.O. Bonds	0	0	0	0	0	0	0	0	175,000	0	175,000
Other	Federal	100,000*	0	0	0	0	0	0	0	3,150,000	0	3,250,000
Total		111,112	0	0	0	0	0	0	0	3,500,000	0	3,611,112

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Other Federal	100,000	Complete a Terminal Area Study that will provide us with short and long range planning for both a new terminal and potential redevelopment opportunities within and along the Airport. Federal Share.
	Other State	5,556	City Share.
	Airport Capital Transfer	5,556	State share.
		<u>\$111,112</u>	2019 Subtotal
2027	Other Federal	3,150,000	Design and construct new Airport Terminal to improve efficiency and code compliance. Preliminary estimate only. FAA's 90% of total cost of \$3,500,000.
	Other State	175,000	State's 5 % of total cost of \$3,500,000.
	Airport G.O. Bonds	175,000	City's 5 % of total cost of \$3,500,000.
		<u>\$3,500,000</u>	2027 Subtotal
	TOTAL	<u>\$3,611,112</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #403-Parking Division Vehicle Replacement Program

I. PROJECT TYPE: Parking

II. LOCATION: Downtown Central Business District

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New ☐ L Safety ☐ N/A Facility Cond. ☐ N/A Productivity
 SERVED: ☒ Replace ☐ N/A Mandates ☐ N/A Service Def. ☐ N/A Tax Base Exp. ☐ N/A City Master Pl.
☐ Rebuild ☐ N/A O + M Costs ☐ N/A Council Goals ☐ N/A Timeliness Motor Vehicle Equipment
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: This project provides funding for routine replacement of Parking Division vehicles.

SERVICE IMPACT: Routine replacement insures that the Division will have reliable vehicles for enforcement efforts, as well as maintenance of meters and kiosks.

IMPACT IF NOT FUNDED: Vehicle repairs are becoming more frequent due to wear and tear. Chronic vehicle break downs will result in inefficient operation of the Parking System and lost revenues due to inability to conduct daily enforcement operations.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Parking	G.O. Bonds	70,000	45,000	0	45,000	0	0	0	0	0	55,000	215,000
	Total	70,000	45,000	0	45,000	0	0	0	0	0	55,000	215,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Parking G.O. Bonds	70,000	Purchase of Tool Cat Utility Maintenance Vehicle to support Downtown Services Team maintenance of City Parking Facilities.
		\$70,000	2019 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#403-Parking Division Vehicle Replacement Program	
2020	Parking G.O. Bonds	45,000	Replace meter tech vehicle.
		<u>\$45,000</u>	2020 Subtotal
2022	Parking G.O. Bonds	45,000	Replace Parking Enforcement Mobile Unit (Jeep).
		<u>\$45,000</u>	2022 Subtotal
2028	Parking G.O. Bonds	55,000	Replace mobile unit Jeep.
		<u>\$55,000</u>	2028 Subtotal
	TOTAL	<u>\$215,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #410-Sewer Video Inspection Equipment

I. PROJECT TYPE: Sewer Collection

II. LOCATION:

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>N/A</u>	Safety	<u>M</u>	Facility Cond.	<u>M</u>	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	Sewer
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The sewer inspection TV Video unit has been used extensively to investigate the City infrastructure. The main-line television camera unit is specifically designed for inspection of sanitary and storm sewers. This unit helps locate services and problem areas to set-up a maintenance schedule and capital improvement projects.

SERVICE IMPACT: This equipment serves as a valuable tool to help get real time information about the condition of sewer pipes throughout the City, thereby allowing staff to more efficiently plan repairs and replacement of pipe as needed.

IMPACT IF NOT FUNDED: The City will need to rely upon antiquated equipment that is more susceptible to failure.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 15 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Sewer	Capital Transfer	0	0	0	0	0	0	0	0	20,000	0	20,000
Sewer	G.O. Bonds	0	0	0	80,000	0	0	0	0	0	0	80,000
Sewer	Capital Close-out	21,457	0	0	0	0	0	0	0	0	0	21,457
	Total	21,457	0	0	80,000	0	0	0	0	20,000	0	121,457

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #410-Sewer Video Inspection Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Sewer Capital Close-out	21,457	Replace lateral service line inspection camera, hardware and software.
		<u>\$21,457</u>	2019 Subtotal
2022	Sewer G.O. Bonds	80,000	Replace mainline and service line inspection camera, hardware and software.
		<u>\$80,000</u>	2022 Subtotal
2027	Sewer Capital Transfer	20,000	Replace lateral service line inspection camera, hardware and software.
		<u>\$20,000</u>	2027 Subtotal
	TOTAL	<u>\$121,457</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #432-North State Street Parking Garage (Formerly Firehouse Block)

I. PROJECT TYPE: Parking

II. LOCATION: 19 North State Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	M	Facility Cond.	N/A	Productivity	
SERVED:	☐ Replace	N/A	Mandates	L	Service Def.	N/A	Tax Base Exp.	N/A City Master Pl.
	☒ Rebuild	H	O + M Costs	N/A	Council Goals	H	Timeliness	Parking
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the North State Street Parking Garage (formerly known as the Firehouse Block Parking Garage).

SERVICE IMPACT: Routine investment by the City will ensure the facility's long-term viability (both structurally and economically), improve safety and convenience for users, as well as support economic development efforts in downtown.

IMPACT IF NOT FUNDED: Deferred maintenance could render all or a portion of either garage unusable. This would result in a loss of revenue for the Parking Fund, as well as reduction in the supply of parking spaces downtown, thereby potentially having a negative effect on nearby businesses and residences. Continued deterioration of the facility will likely result in more costly and substantial repairs. In addition, failure to properly maintain the structure could, in the extreme, potentially require the City to close the facility due to safety concerns.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Parking	G.O. Bonds	100,000	25,000	3,020,000	0	0	0	0	0	0	0	3,145,000
	Total	100,000	25,000	3,020,000	0	0	0	0	0	0	0	3,145,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #432-North State Street Parking Garage (Formerly Firehouse Block)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Parking G.O. Bonds	75,000	New surveillance system.
	Parking G.O. Bonds	25,000	Pot hole repairs.
		\$100,000	2019 Subtotal
2020	Parking G.O. Bonds	25,000	Comprehensive needs assessment and structural analysis of the parking garage in preparation of future comprehensive repairs and renovations scheduled in FY2021.
		\$25,000	2020 Subtotal
2021	Parking G.O. Bonds	2,900,000	Comprehensive structural repairs and renovations, including concrete repairs, waterproofing, as well as repair / replacement of electrical systems, drainage systems, lighting, and fire standpipes. Also includes design, construction administration, and contingency.
	Parking G.O. Bonds	90,000	Exterior and interior signage improvements.
	Parking G.O. Bonds	30,000	Placeholder: Gates for Permit System if needed / desired.
		\$3,020,000	2021 Subtotal
	TOTAL	\$3,145,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #433-School Street Parking Garage (Formerly Durgin Block)

I. PROJECT TYPE: Parking

II. LOCATION: 17 School Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	M	Facility Cond.	N/A	Productivity	
SERVED:	☐ Replace	N/A	Mandates	L	Service Def.	N/A	Tax Base Exp.	N/A City Master Pl.
	☒ Rebuild	H	O + M Costs	N/A	Council Goals	H	Timeliness	Parking
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the School Street Parking Garage (formerly know as the Durgin Block Parking Garage).

SERVICE IMPACT: Routine investment by the City will ensure the facility's long-term viability (both structurally and economically), improve safety and convenience for users, as well as support economic development efforts in downtown.

IMPACT IF NOT FUNDED: Deferred maintenance could render all or a portion of either garage unusable. This would result in a loss of revenue for the Parking Fund, as well as reduction in the supply of parking spaces downtown, thereby potentially having a negative effect on nearby businesses and residences. Continued deterioration of the facility will likely result in more costly and substantial repairs. In addition, failure to properly maintain the structure could, in the extreme, potentially require the City to close the facility due to safety concerns.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Parking	G.O. Bonds	0	62,500	0	0	0	0	585,000	0	0	0	647,500
	Total	0	62,500	0	0	0	0	585,000	0	0	0	647,500

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #433-School Street Parking Garage (Formerly Durgin Block)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Parking G.O. Bonds	62,500	Improvements for permit system per Strategic Plan. Implementation date July 1, 2020 (FY2021). Need to order signage in FY2020 to be ready for FY2021 implementation. Includes signage and placeholder for potential gate system.
		\$62,500	2020 Subtotal
2025	Parking G.O. Bonds	250,000	Replace 6,500SF concrete and brick pedestrian plaza between Capital Plaza Building, Inex Properties, and Parking Garage near South Stair Tower.
	Parking G.O. Bonds	245,000	Waterproofing and membrane repair / replacement (\$200,000), touchup paint steel frame (\$20,000), design services and contingency (\$25,000).
	Parking G.O. Bonds	50,000	Mill and repave parking lot on south side of garage.
	Parking G.O. Bonds	40,000	Mill and repave service alley located on the west side of the garage.
		\$585,000	2025 Subtotal
	TOTAL	\$647,500	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #443-City-Wide Community Center

I. PROJECT TYPE: Public Buildings

II. LOCATION: Canterbury Road (Former Dame School Site)

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>N/A</u>	Safety	<u>H</u>	Facility Cond.	<u>L</u>	Productivity	
SERVED:	☒ Replace	<u>N/A</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☐ Rebuild	<u>H</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>N/A</u>	Timeliness	Public Facilities
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The City-wide Community Center opened in June 2018. The \$7.6 million 30,750 square foot facility features a high-school size gymnasium with locker rooms, large multipurpose room with stage and commercial warming kitchen, five multipurpose program rooms, two exercise rooms, a senior lounge, as well as part time branch library services. The facility also provides office space for the Parks and Recreation Department.

SERVICE IMPACT: Improved customer service, recreational opportunities, and quality of life for all residents. Increased operational and maintenance costs.

IMPACT IF NOT FUNDED: No change in quantity or quality of service for the public.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	400,000	0	0	0	0	0	0	0	400,000
	Total	0	0	400,000	0	0	0	0	0	0	0	400,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #443-City-Wide Community Center

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	400,000	Reconfiguration, reconstruction, and expansion of existing parking lots. Project increases parking supply from 70 spaces to approximately 124 spaces. Includes design, lighting, and landscaping.
		\$400,000	2021 Subtotal
TOTAL		\$400,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SOLID WASTE #447-Landfill Soil Vapor Extraction Systems

I. PROJECT TYPE: Solid Waste Management

II. LOCATION: Old Turnpike Road Landfill and Old Suncook Landfill

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	M	Facility Cond.	L	Productivity	
SERVED:	☐ Replace	L	Mandates	H	Service Def.	N/A	Tax Base Exp.	H City Master Pl.
	☒ Rebuild	L	O + M Costs	N/A	Council Goals	H	Timeliness	Other
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: As part of the management of the Old Suncook Landfill, a Soil Vapor Extraction (SVE) system was installed in the mid 2000's to control landfill migration off the property. The closure of the Old Turnpike Landfill in 1995, included a landfill gas control system that originally included a flare to burn excess landfill gas. Since then, the quantity of landfill gas has subsided and the system currently now actively vents to the atmosphere. This project will deliver ongoing maintenance to those systems to provide proper and effective operation into the future.

SERVICE IMPACT: These funds will provide for system rehabilitation. Continued operation in the present condition of the systems will require escalating manpower to maintain proper operation of the old equipment.

IMPACT IF NOT FUNDED: Potential equipment failure could cause the City to be in violation of environmental regulations related to gas migration from these sites as well as the Closure Permit issued for the Old Turnpike Landfill for failure to maintain the system equipment.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Solid Waste	Capital Transfer	10,000	0	0	0	0	0	0	10,000	10,000	10,000	40,000
Solid Waste	G.O. Bonds	0	0	125,000	45,000	0	0	0	0	0	0	170,000
	Total	10,000	0	125,000	45,000	0	0	0	10,000	10,000	10,000	210,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SOLID WASTE #447-Landfill Soil Vapor Extraction Systems

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Solid Waste Capital Transfer	10,000	Rehabilitation of gas collection system and wells at Old Turnpike Landfill.
		\$10,000	2019 Subtotal
2021	Solid Waste G.O. Bonds	125,000	Old Turnpike Landfill blower building and associated equipment replacement. Original equipment 1995.
		\$125,000	2021 Subtotal
2022	Solid Waste G.O. Bonds	45,000	Old Suncook Landfill blower system replacement.
		\$45,000	2022 Subtotal
2026	Solid Waste Capital Transfer	10,000	Rehabilitation of gas collection system and wells at Old Turnpike Landfill.
		\$10,000	2026 Subtotal
2027	Solid Waste Capital Transfer	10,000	Rehabilitation of gas collection system and wells at Old Suncook Landfill.
		\$10,000	2027 Subtotal
2028	Solid Waste Capital Transfer	10,000	Rehabilitation of gas collection system and wells at Old Suncook Landfill.
		\$10,000	2028 Subtotal
TOTAL		\$210,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #448-Hydrant and Valve Replacement Program

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New Safety Facility Cond. Productivity
 SERVED: ☒ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☐ Rebuild O + M Costs Council Goals Timeliness Water
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: This project provides for the installation and replacement of hydrants and valves necessary to maintain fire protection and serviceability of the water system.

SERVICE IMPACT: Establishes long range replacement plan that improves service with more reliable infrastructure, thereby reducing long-term maintenance costs. Routine investments help to reduce risk of hydrant and valve failures.

IMPACT IF NOT FUNDED: Deterioration will accelerate to total failure requiring more costly resolution. Service interruptions and inability to support the fire protection mandate.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Water	Capital Outlay	63,000	63,000	65,000	68,000	72,000	77,000	85,000	89,000	95,000	100,000	777,000
	Total	63,000	63,000	65,000	68,000	72,000	77,000	85,000	89,000	95,000	100,000	777,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Water Capital Outlay	33,000	Hydrant replacement.
	Water Capital Outlay	30,000	Valve replacement.
		\$63,000	2019 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #448-Hydrant and Valve Replacement Program

2020	Water Capital Outlay	33,000	Hydrant replacement.
	Water Capital Outlay	30,000	Valve replacement.
		\$63,000	2020 Subtotal
2021	Water Capital Outlay	33,000	Hydrant replacement.
	Water Capital Outlay	32,000	Valve replacement.
		\$65,000	2021 Subtotal
2022	Water Capital Outlay	35,000	Hydrant replacement.
	Water Capital Outlay	33,000	Valve replacement.
		\$68,000	2022 Subtotal
2023	Water Capital Outlay	37,000	Hydrant replacement.
	Water Capital Outlay	35,000	Valve replacement.
		\$72,000	2023 Subtotal
2024	Water Capital Outlay	40,000	Hydrant replacement.
	Water Capital Outlay	37,000	Valve replacement.
		\$77,000	2024 Subtotal
2025	Water Capital Outlay	45,000	Hydrant replacement.
	Water Capital Outlay	40,000	Valve replacement.
		\$85,000	2025 Subtotal
2026	Water Capital Outlay	47,000	Hydrant replacement.
	Water Capital Outlay	42,000	Valve replacement.
		\$89,000	2026 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#448-Hydrant and Valve Replacement Program	
2027	Water Capital Outlay	50,000	Hydrant replacement.
	Water Capital Outlay	45,000	Valve replacement.
		\$95,000	2027 Subtotal
2028	Water Capital Outlay	53,000	Hydrant replacement.
	Water Capital Outlay	47,000	Valve replacement.
		\$100,000	2028 Subtotal
	TOTAL		
		\$777,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #451-Leak Detection

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☒ New ☐ L Safety ☐ Facility Cond. ☐ Productivity
 SERVED: ☐ Replace ☐ Mandates ☐ Service Def. ☐ Tax Base Exp. ☐ City Master Pl.
☐ Rebuild ☐ M O + M Costs ☐ Council Goals ☐ Timeliness ☐ Water
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to provide funding for leak detection equipment known as "data loggers" for the City's potable water system. Data loggers are placed on water main valves for a period of time to record the sound of the water flowing through the pipe. The data is then uploaded to into a computer. The accompanying software can make a distinction between water flowing within a compromised water main versus an intact pipe.

SERVICE IMPACT: This project will help the City maintain the water system so as it operates as efficiently as possible by reducing water loss and waste.

IMPACT IF NOT FUNDED: If not funded, water leaks in compromised pipes will remain undetected, resulting in a less efficient water system and waste associated with lost water. Also unrepaired leaks present opportunity for potential contamination of the potable water system.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 5 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Water	G.O. Bonds	0	0	10,000	0	0	0	0	10,000	0	0	20,000
	Total	0	0	10,000	0	0	0	0	10,000	0	0	20,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #451-Leak Detection

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Water G.O. Bonds	10,000	Replace leak detection equipment. Anticipate advancements in new technology.
		<u>\$10,000</u>	2021 Subtotal
2026	Water G.O. Bonds	10,000	Equipment replacement.
		<u>\$10,000</u>	2026 Subtotal
	TOTAL	<u>\$20,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: 7 Penacook Street, Penacook

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	M	Safety	H	Facility Cond.	L	Productivity	
SERVED:	☒ Replace	L	Mandates	M	Service Def.	N/A	Tax Base Exp.	N/A City Master Pl.
	☒ Rebuild	L	O + M Costs	N/A	Council Goals	M	Timeliness	Sewer
	☒ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide funding for maintenance and repair of the Penacook Waste Water Treatment Plant.

The plant has been in operation since 1974. Major upgrades were completed in 2005. The projects described herein are a series of improvements, upgrades and refurbishments of existing infrastructure.

SERVICE IMPACT: Provides planned upgrade and renovation of existing infrastructure to provide short-term and long-term reliability, as well as to bring the facility into compliance with various codes and regulations which have been enacted since the facility was first put into service.

IMPACT IF NOT FUNDED: Potential for increased operating and maintenance costs over time; increased potential for costly emergency repairs; potential for citations or fines for failure to meet life safety or building code deficiencies.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Sewer	Capital Transfer	25,000	0	0	20,000	0	0	0	0	0	0	45,000
Sewer	G.O. Bonds	200,000	75,000	155,000	942,500	600,000	160,000	0	250,000	2,100,000	165,000	4,647,500
	Total	225,000	75,000	155,000	962,500	600,000	160,000	0	250,000	2,100,000	165,000	4,692,500

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Sewer G.O. Bonds	200,000	Pump Station 1, Pump Station 2, and Administration building Motor Control Center (MCC) replacement
	Sewer Capital Transfer	25,000	Sequencing Batch Reactor (SBR) motive pump rebuild.
		<u>\$225,000</u>	2019 Subtotal
2020	Sewer G.O. Bonds	75,000	Exterior lighting upgrade.
		<u>\$75,000</u>	2020 Subtotal
2021	Sewer G.O. Bonds	85,000	Fire alarm upgrades.
	Sewer G.O. Bonds	55,000	Fence line clearing and fence repair.
	Sewer G.O. Bonds	15,000	Replacement of Sequencing Batch Reactor (SBR) check valves.
		<u>\$155,000</u>	2021 Subtotal
2022	Sewer G.O. Bonds	525,000	Influent screw pump replacement.
	Sewer G.O. Bonds	250,000	Roof replacement.
	Sewer G.O. Bonds	100,000	Supervisory Control And Data Acquisition (SCADA) system processor upgrades.
	Sewer G.O. Bonds	67,500	HVAC improvements.
	Sewer Capital Transfer	20,000	Plumbing upgrades.
		<u>\$962,500</u>	2022 Subtotal
2023	Sewer G.O. Bonds	500,000	Allowance for concrete/structural repairs.
	Sewer G.O. Bonds	100,000	Facilities evaluation to prepare new 10-year CIP.
		<u>\$600,000</u>	2023 Subtotal
2024	Sewer G.O. Bonds	110,000	Plant water pump system replacement.
	Sewer G.O. Bonds	50,000	Building/structural improvements - Renovation of interior finishes (paint, carpet, ceiling tiles, etc.)
		<u>\$160,000</u>	2024 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

2026	Sewer G.O. Bonds	150,000	Site/Security improvements - Fence replacement.
	Sewer G.O. Bonds	100,000	Engineering design for refurbishment of the Sequencing Batch Reactor (SBR).
		\$250,000	2026 Subtotal
2027	Sewer G.O. Bonds	2,000,000	Sequencing Batch Reactor (SBR) refurbishment.
	Sewer G.O. Bonds	100,000	Equipment/process improvements - Supervisory Control And Data Acquisition (SCADA) system upgrades.
		\$2,100,000	2027 Subtotal
2028	Sewer G.O. Bonds	150,000	Effluent disinfection system replacement.
	Sewer G.O. Bonds	15,000	Replacement of electric access gate.
		\$165,000	2028 Subtotal
TOTAL		\$4,692,500	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #468-Reconstruct Taxiway A & Itinerant Ramp

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	<u>H</u>	Safety	<u>M</u>	Facility Cond.	<u>L</u>	Productivity	
	☐ Replace	<u>H</u>	Mandates	<u>H</u>	Service Def.	<u>H</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	☒ Rebuild	<u>L</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>H</u>	Timeliness	Airport
	☒ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to reconstruct Taxiway A in order to support continued operation of Runway 17/35, as well as construct a Itinerant Ramp to accommodate larger aircraft as recommended in the 2006 Airport Master Plan.

In 2004, Runway 12/30 was reconstructed and reduced in width from 150 feet to 75 feet to comply with current FAA regulations. As a result, large corporate aircrafts (such as DC 9's and Boeing 727's) can no longer taxi on the narrower runway.

SERVICE IMPACT: Project will improve safety for aircraft during take off and landing cycles as well as help reduce maintenance expenses. Improvements will also help the airport accommodate larger corporate aircraft (a key goal of the 2006 Airport Master Plan).

IMPACT IF NOT FUNDED: Existing safety concerns regarding aircraft back taxiing on the active runway will persist, thereby potentially jeopardizing future Federal grant funds for airport improvements. In addition, the airport will not be able to easily accommodate larger corporate aircraft, thus hindering economic development goals.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #468-Reconstruct Taxiway A & Itinerant Ramp

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Airport	G.O. Bonds	63,510*	0	0	0	0	0	0	0	0	0	63,510
Other	Federal	1,278,000*	0	0	0	0	0	0	150,000	1,000,000	0	2,428,000
Other	State	71,000*	0	0	0	0	0	0	8,334	55,556	0	134,890
Airport	Capital Close-out	7,491	0	0	0	0	0	0	0	0	0	7,491
Airport	Capital Transfer	0	0	0	0	0	0	0	8,334	8,556	0	16,890
	Total	1,420,001	0	0	0	0	0	0	166,668	1,064,112	0	2,650,781

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Other Federal	1,278,000	Taxiway A rehabilitation, Phase II.
	Other State	71,000	State share.
	Airport G.O. Bonds	63,510	City share.
	Airport Capital Close-out	7,491	City Share - Closeout Funds.
		\$1,420,001	2019 Subtotal
2026	Other Federal	150,000	Design the expansion of the Itinerant Ramp to the north to accommodate larger aircraft. Federal share.
	Airport Capital Transfer	8,334	City share.
	Other State	8,334	State share.
		\$166,668	2026 Subtotal
2027	Other Federal	1,000,000	Construct the expansion of the Itinerant Ramp to the north to accommodate larger aircraft. Federal share.
	Other State	55,556	State share.
	Airport Capital Transfer	8,556	City share.
		\$1,064,112	2027 Subtotal
	TOTAL	\$2,650,781	

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #471-Airport Fuel Farm

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New ☐ Safety ☐ Facility Cond. ☐ Productivity
SERVED: ☒ Replace ☐ Mandates ☐ Service Def. ☐ Tax Base Exp. ☐ City Master Pl.
☐ Rebuild ☐ O + M Costs ☐ Council Goals ☐ Timeliness ☐ Airport
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: Replace existing fuel farm to comply with anticipated Federal Aviation Administration (FAA) regulations and user growth.

SERVICE IMPACT: Achieve FAA compliance requirements and improved customer service. Also, installation of new equipment will further safe guard the environment and reduce possibility of petroleum contamination resulting from older equipment.

IMPACT IF NOT FUNDED: Inefficient fuel farm to service customers; potential environmental and safety liabilities from deteriorated fuel farm equipment.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 20 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Other	State	0	0	0	0	0	0	0	0	0	27,778	27,778
Airport	Capital Transfer	0	0	0	0	0	0	0	0	0	27,778	27,778
Other	Federal	0	0	0	0	0	0	0	0	0	500,000	500,000
	Total	0	0	0	0	0	0	0	0	0	555,556	555,556

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #471-Airport Fuel Farm

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Other Federal	500,000	Expand Fuel Farm due to increased activity at the airport.
	Airport Capital Transfer	27,778	City Portion.
	Other State	27,778	State Portion.
		\$555,556	2028 Subtotal
TOTAL		\$555,556	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #477-Library Equipment Replacement

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: Concord Public Library, 45 Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☐ New ☐ M Safety ☐ M Facility Cond. ☐ L Productivity
☒ Replace ☐ N/A Mandates ☐ L Service Def. ☐ N/A Tax Base Exp. ☐ L City Master Pl.
☐ Rebuild ☐ N/A O + M Costs ☐ N/A Council Goals ☐ L Timeliness
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The Concord Public Library utilizes certain equipment in the delivery of its services to the community that requires periodic replacement. This includes the server for the library automation system, the library automation system itself, self-check units, the security gate, and microfilm reader/printers.

SERVICE IMPACT: Replacement equipment allows the Concord Public Library to maintain current services provided to the community.

IMPACT IF NOT FUNDED: Services to the community will be compromised by older equipment.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 5 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Transfer	10,000	0	0	30,000	35,000	0	24,000	0	0	0	99,000
	Total	10,000	0	0	30,000	35,000	0	24,000	0	0	0	99,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #477-Library Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General Capital Transfer	10,000	Microfilm Reader/Printer Replacement (1 workstation).
		<u>\$10,000</u>	2019 Subtotal
2022	General Capital Transfer	30,000	Replace Library automation server that was purchased in FY2017.
		<u>\$30,000</u>	2022 Subtotal
2023	General Capital Transfer	25,000	Replace main floor service desk.
	General Capital Transfer	10,000	Purchase e-commerce kiosk & software to facilitate payment of fines and fees by credit card with our library automation system onsite or remotely.
		<u>\$35,000</u>	2023 Subtotal
2025	General Capital Transfer	24,000	Replace 4 exterior bins.
		<u>\$24,000</u>	2025 Subtotal
	TOTAL	<u>\$99,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #478-North Pembroke Road Bridge Replacement

I. PROJECT TYPE: Bridges

II. LOCATION: North Pembroke Road over Soucook River

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	<u>H</u>	Safety	<u>H</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☐ Replace	<u>H</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☒ Rebuild	<u>H</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>H</u>	Timeliness	Other
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to replace the existing substandard bridge on North Pembroke Road over the Soucook River. A combination of damage and fatigue led to its recent temporary closure. The present deck and superstructure is rated in poor condition due to structurally deficient components. Interim structural repairs were recently completed. This bridge is municipally owned by both Concord and Pembroke and is on the State's "Red List" of deficient bridges.

This project including both repairs and replacement will be funded through the State Municipal Bridge Aid Program (80% State, 20% Local Share)

SERVICE
IMPACT: Continue use for public travel.

IMPACT IF NOT FUNDED: Unmet legal requirements. Restricted capacity on bridge structure or full bridge closure. Increased threat to public health and safety. Disruption of regional traffic patterns would occur from temporary or permanent closure.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2017 PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Other	State	184,000*	0	0	0	0	0	0	0	0	0	184,000
General	Donations	46,000*	0	0	0	0	0	0	0	0	0	46,000
	Total	230,000	0	0	0	0	0	0	0	0	0	230,000

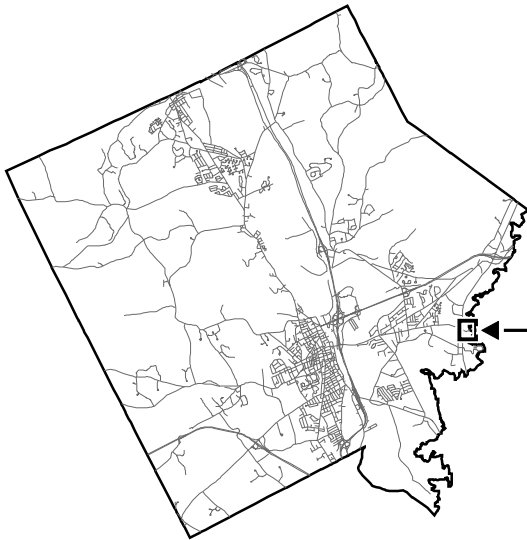
CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #478-North Pembroke Road Bridge Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Other State	184,000	Design and construction of new bridge. Supplemental funding based on Cost Estimate in Draft Engineering Study. (State share 80% of cost through Municipal Bridge Aid Program). Original appropriation approved in FY2017 (asterisked funds).
	General Donations	46,000	Town of Pembroke share of design and construction of bridge replacement. Supplemental funding based on Cost Estimate in Draft Engineering Study. Covers local share (20% of additional funds, remaining 80% by Municipal Bridge Aid Program). Original appropriation approved in FY2017 (asterisked funds).
		\$230,000	2019 Subtotal
	TOTAL	\$230,000	



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Engineering Services Division
City of Concord, New Hampshire

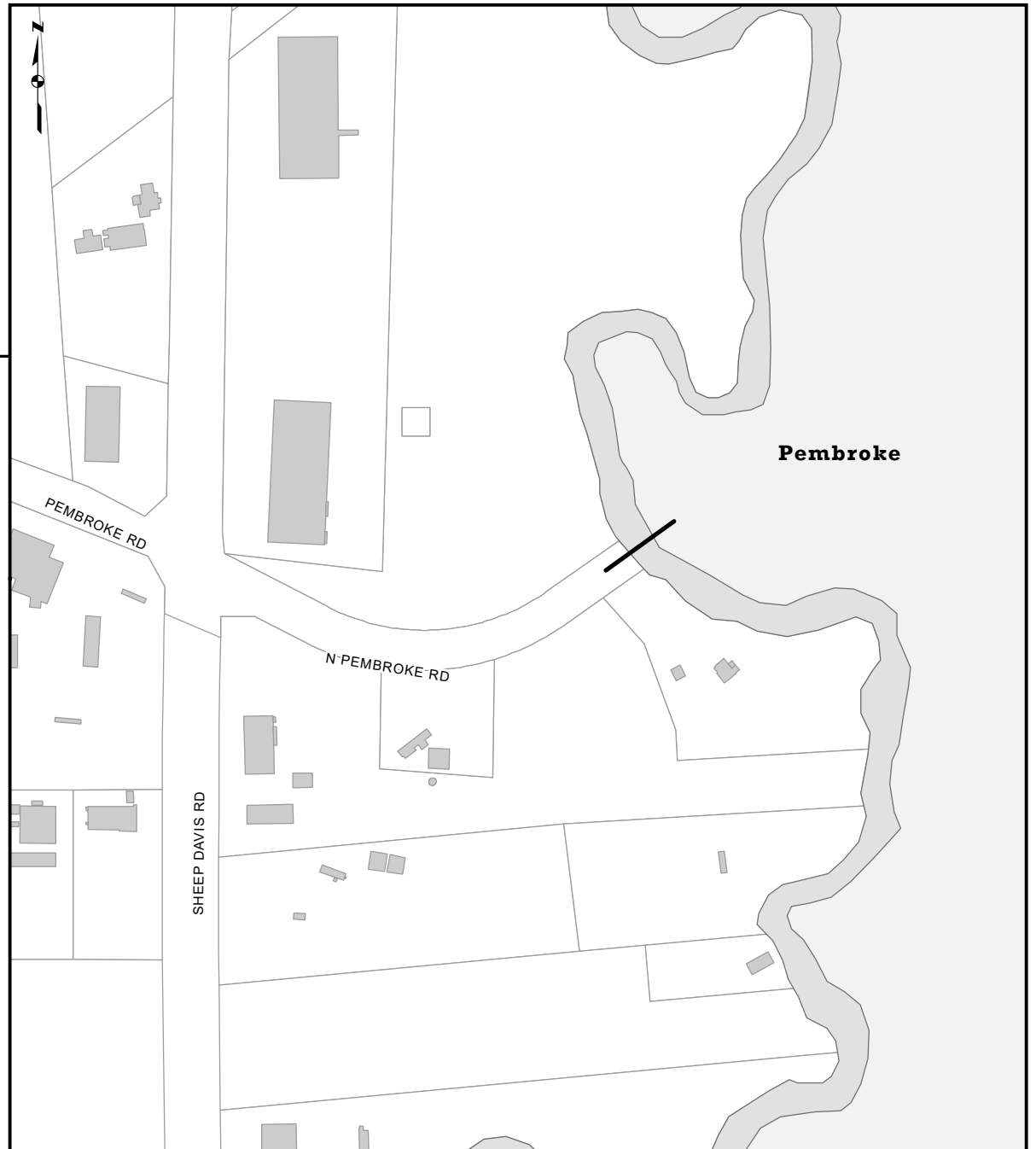
GEOGRAPHIC INFORMATION SYSTEM

This map conforms to the United States National Map Accuracy Standards. It was prepared for use by the City of Concord and uses a database digitized at a scale of 1:1200. Enlargements may produce measurable discrepancies. The City makes no representations or guarantees of its accuracy or its suitability for use other than by the City. Users other than the City, do so at their own risk.

Not to Scale



**FY 2019
CIP PROJECT #478
NORTH PEMBROKE ROAD
BRIDGE REPLACEMENT**



**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #479-Storm Water Enterprise Mechanism

I. PROJECT TYPE: Storm Sewer

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	☐ L	Safety	☐ H	Facility Cond.	☐ H	Productivity	
	☐ Replace	☐ M	Mandates	☐ H	Service Def.	☐ L	Tax Base Exp.	N/A City Master Pl.
	☐ Rebuild	☐ H	O + M Costs	☐ H	Council Goals	☐ H	Timeliness	Other
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: A City-wide engineering master plan/study of existing storm drainage facilities was completed and accepted by the City Council in 2007. The study includes a comprehensive field assessment of existing conditions and the mapping of the entire drainage system/drainage areas in the City's GIS system. Results of the study have been used to prioritize maintenance activities and provide a plan for storm drainage replacement and/or expansion of the system. (See CIP 83 "Storm Sewer" for more details)

A major component of the master plan was to review potential alternative methods of funding the City's storm water management program. One such option is the creation of a storm water enterprise fund financed by special fees assessed on private property. The development of a storm water enterprise mechanism will provide a source of long-term funding of the storm water management program including program administration, engineering, operations and maintenance and capital planning and construction.

SERVICE IMPACT: The program will provide a dedicated funding source for the City's storm water drainage system. Dedicated funds will allow the City to prioritize and implement repairs and improvements, as well as provide resources to help the City with costs associated with future State and Federal storm water regulations.

IMPACT IF NOT FUNDED: Without an enterprise funding mechanism, the City will continue to fund its storm water management program through the General Fund thereby freeing up General Fund monies to make investments in other City programs and facilities. Given continued fiscal pressures on the City's General Fund, use of the General Fund to make significant comprehensive improvements to storm water infrastructure is not sustainable. Without implementing an alternative funding mechanism, the City's storm water system (much of which is old and antiquated) will continue to deteriorate resulting in pipe failures, potential sink holes, as well as poorly treated effluent entering surface waters thereby creating potential environmental and regulatory liabilities for the City.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2007 PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 20 Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #479-Storm Water Enterprise Mechanism

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	60,000	0	0	0	0	0	0	0	0	0	60,000
	Total	60,000	0	0	0	0	0	0	0	0	0	60,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	60,000	Storm Water Enterprise Fund Rate Structure Analysis. Includes review of the organization structure, development of storm water budget and rate setting structure, program cost allocation, billing systems and the development of a public outreach and communication program.
		<u>\$60,000</u>	2019 Subtotal
	TOTAL	<u>\$60,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #482-Water System Asset Management

I. PROJECT TYPE: Water Treatment

II. LOCATION: Various City locations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	<u> M </u>	Safety	<u> N/A </u>	Facility Cond.	<u> L </u>	Productivity	
	☐ Replace	<u> M </u>	Mandates	<u> L </u>	Service Def.	<u> N/A </u>	Tax Base Exp.	<u> L </u> City Master Pl.
	☐ Rebuild	<u> L </u>	O + M Costs	<u> L </u>	Council Goals	<u> M </u>	Timeliness	Long-Range Planning
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The City's Water Master Plan recommended that the City establish a comprehensive asset management program.

An Asset Management Program, within the context of the water system, entails the combination of management, financial, economic, engineering, and other practices as applied to the water system's physical assets with the objective of providing the required level of service in the most cost-effective manner. Asset Management includes the management of the entire lifecycle of the infrastructure assets, including design, construction, commissioning, operating, maintaining, repairing, modifying, replacing and decommissioning/disposal of infrastructure at the end of its useful life.

This effort shall include an analysis by outside experts to help a city steering committee define the program scope and resource requirements. This effort shall also include a "gap analysis", which is a business assessment tool that enables organizations to compare actual performance with its potential performance, as compared to similar top performing organizations.

SERVICE IMPACT: Compliance with GASB 34. Benefits include helping management to document a baseline reference point to measure improvement and guide short term and long term recommendations including multi year budget estimates.

IMPACT IF NOT FUNDED: Lack of data for informed long-term planning could result in wasteful spending.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #482-Water System Asset Management

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Water	G.O. Bonds	90,000	0	0	0	0	0	90,000	0	0	0	180,000
	Total	90,000	0	0	0	0	0	90,000	0	0	0	180,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Water G.O. Bonds	90,000	Implementation of an asset management strategy. Acquisition of hardware, software, and other services, materials, and equipment as needed.
		<u>\$90,000</u>	2019 Subtotal
2025	Water G.O. Bonds	90,000	Development of built infrastructure asset data.
		<u>\$90,000</u>	2025 Subtotal
	TOTAL	<u>\$180,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #484-Police Station Improvements

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Station, Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New Safety Facility Cond. Productivity
 SERVED: ☐ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☒ Rebuild O + M Costs Council Goals Timeliness Public Facilities
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to provide ongoing, routine maintenance for the Police Station. Typical projects include window replacement, roof rehabilitation, paint and carpet refurbishment, lighting improvements, HVAC upgrades, and other similar projects.

SERVICE IMPACT: Improve usability, maintainability, and energy efficiency of the Police Department.

IMPACT IF NOT FUNDED: Further deterioration of building systems may result in energy inefficiency, increased maintenance and operating costs, as well as decreased morale for employees working in the building.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 20 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	180,000	0	100,000	0	0	0	0	0	0	0	280,000
	Total	180,000	0	100,000	0	0	0	0	0	0	0	280,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #484-Police Station Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	180,000	Renovate five bathrooms at Police Headquarters. Includes interior demolition, as well as new flooring, walls, ceilings and plumbing fixtures. Limited flooring upgrades for stairwells as funding allows.
		\$180,000	2019 Subtotal
2021	General G.O. Bonds	100,000	Renovations to second floor hallway areas and stairwells to include new flooring. Repairs and improvements to first floor hallways.
		\$100,000	2021 Subtotal
	TOTAL	\$280,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #490-Police Department Records Management Microfilm Conversion

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>N/A</u>	Safety	<u>N/A</u>	Facility Cond.	<u>L</u>	Productivity	
SERVED:	☒ Replace	<u>N/A</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>L</u>	Timeliness	Other
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to convert all Police Department microfilm records to a digital format for ease of research and to reduce storage needs.

SERVICE IMPACT: From 1977 to 1997, the Concord Police Department archived all reports on Microfilm. Reports for those years are now stored on 326 microfilm cartridge tapes. Around 2000, a decision was made to pursue a city wide data management system so no further microfilming was done.

Presently a Minolta film reader is used to view archived reports on microfilm. This reader was installed at CPD on July 19, 1980. This machine is no longer supported by the manufacturer or our service company by maintenance agreement. This is the only machine that allows the Police Department to access these tapes and hence their archival records.

The current reader is unreliable and has regular mechanical malfunctions requiring significant staff time to attempt to repair. Due to lack of parts, repairs are typically not ideal or long-lasting.

IMPACT IF NOT FUNDED: The Police Department will continue to rely on outdated equipment which is prone to failure. This will create inefficiencies.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 0 PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	100,000	100,000	100,000	0	0	0	0	0	0	0	300,000
	Total	100,000	100,000	100,000	0	0	0	0	0	0	0	300,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #490-Police Department Records Management Microfilm Conversion

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	100,000	Scan microfilms to digital format. Phase I of 3.
		<u>\$100,000</u>	2019 Subtotal
2020	General G.O. Bonds	100,000	Scan microfilms to digital format. Phase 2 of 3.
		<u>\$100,000</u>	2020 Subtotal
2021	General G.O. Bonds	100,000	Scan microfilms to digital format. Phase 3 of 3.
		<u>\$100,000</u>	2021 Subtotal
	TOTAL	<u>\$300,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #492-Runway Protection Zone (RPZ) Obstruction Removal

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ H	Safety	☐ L	Facility Cond.	☐ L	Productivity	
SERVED:	☐ Replace	☐ H	Mandates	☐ L	Service Def.	☐ N/A	Tax Base Exp.	☐ H City Master Pl.
	☐ Rebuild	☐ L	O + M Costs	☐ L	Council Goals	☐ N/A	Timeliness	Airport
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Grant contracts with the FAA and State of New Hampshire for major construction projects completed at the Airport over the last several years require the City to undertake certain periodic runway protection zone improvements in order to insure ongoing safety for aircraft using the facility. The 2006 Airport Master Plan identified obstructions and aviation hazards in approaches to runways. In 2007, an Obstruction Removal Management Plan was completed that identifies all obstructions and easements required to remove the obstructions within runway safety zones. Future removals and acquisitions will be programmed in the CIP out years.

SERVICE IMPACT: Provides for FAA mandated control of safety areas.

IMPACT IF NOT FUNDED: Potential threats to aircraft during take offs and landings, as well as loss of Federal funding and potential decrease in activity at the airport.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Airport	Capital Transfer	0	0	11,400	11,400	0	0	0	0	0	0	22,800
Other	Federal	0	0	205,200	205,200	0	0	0	0	0	0	410,400
Other	State	0	0	11,400	11,400	0	0	0	0	0	0	22,800
	Total	0	0	228,000	228,000	0	0	0	0	0	0	456,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #492-Runway Protection Zone (RPZ) Obstruction Removal

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Other Federal	205,200	Design Aviation Easement and obstruction removal (RPZ ad Greeley Street). Federal share.
	Other State	11,400	Design Aviation Easement and obstruction removal (RPZ ad Greeley Street). State share.
	Airport Capital Transfer	11,400	Design Aviation Easement and obstruction removal (RPZ ad Greeley Street). City share
		\$228,000	2021 Subtotal
2022	Other Federal	205,200	Airport obstruction removal (RPZ ad Greeley Street). Federal share
	Airport Capital Transfer	11,400	Airport obstruction removal (RPZ ad Greeley Street). City share
	Other State	11,400	Airport obstruction removal (RPZ ad Greeley Street). State share
		\$228,000	2022 Subtotal
	TOTAL	\$456,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #502-Whitney Road Extension

I. PROJECT TYPE: Streets New Construction

II. LOCATION: Roadway extension southerly of existing Whitney Road terminus to Sewalls Falls Road.

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	N/A	Safety	N/A	Facility Cond.	N/A	Productivity	
	☐ Replace	N/A	Mandates	L	Service Def.	M	Tax Base Exp.	H City Master Pl.
	☐ Rebuild	M	O + M Costs	M	Council Goals	L	Timeliness	Corridor Improvements
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to extent Whitney Road southerly from its current terminus near the Penacook Waste to Energy Plant to Sewalls Falls Road. The new roadway would also feature natural gas, water, and sanitary sewer. Pending land use analysis, potential route of new roadway may follow existing water main easement. The purpose of the project is to improve the local roadway network and to open up property for potential economic development opportunities.

SERVICE IMPACT: Moderate increases in highway and sewer operation and maintenance costs.

IMPACT IF NOT FUNDED: Reduces economic development opportunities in northerly development corridor.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2009

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #502-Whitney Road Extension

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Sewer	G.O. Bonds	0	0	0	0	0	0	525,000	0	0	0	525,000
General	Econ. Dev. Reserve	35,000	0	0	0	0	0	0	0	0	0	35,000
General	Impact Fees Traf Dist 2	0	26,378	0	0	0	0	0	0	0	0	26,378
General	Impact Fees Traf Dist 1	0	14,790	0	0	0	0	0	0	0	0	14,790
General	G.O. Bonds	0	0	0	0	0	0	3,000,000	0	0	0	3,000,000
Total		35,000	41,168	0	0	0	0	3,525,000	0	0	0	3,601,168

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General Econ. Dev. Reserve	35,000	Land use planning and real estate analysis to assist with locating potential future right-of-way for Whitney Road extension from Sewall's Falls to Hoit Road. Work to occur prior to survey to establish right-of-way.
		<u>\$35,000</u>	2019 Subtotal
2020	General Impact Fees Traf Dist 2	26,378	Survey of Whitney Road corridor from Sewall's Falls Road to Hoit Road. Length of right-of-way anticipated to be 1.25 to 1.5 miles.
	General Impact Fees Traf Dist 1	14,790	Survey of Whitney Road corridor from Sewall's Falls Road to Hoit Road. Length of right-of-way anticipated to be 1.25 to 1.5 miles.
		<u>\$41,168</u>	2020 Subtotal
2025	General G.O. Bonds	2,800,000	Construction of Whitney Road Extension. Excludes water mains as project may follow existing water main easement.
	Sewer G.O. Bonds	525,000	Construction of sewer improvements within Whitney Road Extension.
	General G.O. Bonds	200,000	Design of roadway and sewer improvements for Whitney Road Extension.
		<u>\$3,525,000</u>	2025 Subtotal
	TOTAL	<u>\$3,601,168</u>	

CITY OF CONCORD, NEW HAMPSHIRE

R. 06/14/18

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #506-Historical Surveys

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	N/A	Safety	N/A	Facility Cond.	N/A	Productivity	
SERVED:	☐ Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	M City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	L	Timeliness	Long-Range Planning
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The Historic Resources Section of the Master Plan 2030 recommends additional historical surveys for West Concord and East Concord Villages, as well as a citywide survey of historic and pre-historic archeological resources. The "Extant Historic Carriage Houses & Urban Barns within Concord's West End Neighborhood" study was completed by a consultant and accepted by the Heritage Commission in 2014. Some of the recommendations from the last grant included: to conduct a more in-depth survey of the properties in the City's West End, as well as to inventory and study historic structures in other neighborhoods.

SERVICE IMPACT: These studies will inform the City's development review process much as similar past studies have been used for those sections of the City where such studies have been completed. Similarly, this information will be used to evaluate proposed actions of the federal, state, and county governments in Concord. Adaptive reuse of historic structures may become a more viable option in light of the results of such studies. The City's knowledge of its historic and pre-historic past will be enhanced by the archeological study.

IMPACT IF NOT FUNDED: With the passage of time and the continuation of development in the City, valuable historic resources may be demolished or deteriorate beyond the point of repair, and archeological resources may be destroyed and lost.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Other	Federal	0	35,000	0	0	0	0	0	0	0	0	35,000
	Total	0	35,000	0	0	0	0	0	0	0	0	35,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #506-Historical Surveys

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Other Federal	35,000	Historical / architectural surveys of former City firehouses.
		\$35,000	2020 Subtotal
	TOTAL	\$35,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #512-Emergency Vehicle Repairs

I. PROJECT TYPE: GSD Vehicles

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	H	Facility Cond.	H	Productivity	
SERVED:	☐ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	N/A City Master Pl.
	☒ Rebuild	H	O + M Costs	N/A	Council Goals	M	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: This project is intended to provide resources to finance major unforeseen equipment repairs across the organization. Although the General Services Department maintains an operating account for outside services / repairs, these funds are geared toward unforeseen major repairs such as engine / transmission replacements, etc. By funding these repairs as a Capital Project, the General Services Department will have a dedicated funding source thereby allowing for repairs to be made in a more timely manner.

SERVICE IMPACT: Vehicles would have to remain out of service thereby reducing overall productivity and efficiency of operations. Alternatively, department operating accounts would have to be used to fund repairs which would in turn impact department specific operations on a case by case basis.

IMPACT IF NOT FUNDED: If key pieces of equipment are placed out of commission due to lack of funding for repairs, the City would be unable to provide services to the community in an effective and efficient manner.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

5

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Outlay	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	190,000
	Total	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	190,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #512-Emergency Vehicle Repairs

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General Capital Outlay	10,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$10,000	2019 Subtotal
2020	General Capital Outlay	20,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$20,000	2020 Subtotal
2021	General Capital Outlay	20,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$20,000	2021 Subtotal
2022	General Capital Outlay	20,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$20,000	2022 Subtotal
2023	General Capital Outlay	20,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$20,000	2023 Subtotal
2024	General Capital Outlay	20,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$20,000	2024 Subtotal
2025	General Capital Outlay	20,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$20,000	2025 Subtotal
2026	General Capital Outlay	20,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$20,000	2026 Subtotal
2027	General Capital Outlay	20,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$20,000	2027 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#512-Emergency Vehicle Repairs	
2028	General Capital Outlay	20,000	Miscellaneous emergency repairs to vehicles / equipment across the organization as required.
		\$20,000	2028 Subtotal
	TOTAL	\$190,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #515-Golf Course Winter Recreation Improvements

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	<u>N/A</u>	Safety	<u>M</u>	Facility Cond.	<u>M</u>	Productivity	
SERVED:	☐ Replace	<u>N/A</u>	Mandates	<u>M</u>	Service Def.	<u>L</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>L</u>	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this capital improvement project is to provide for winter recreational activities at the Beaver Meadow Golf Course site in order to expand year round use of this recreational asset. Specifically, the project shall provide funding for acquisition of equipment and infrastructure improvements to support cross country skiing, skating and sledding and other winter recreational programs.

SERVICE IMPACT: Expanded seasonal use will enhance the communities recreational opportunities and potentially become a source of new revenues for the Golf Fund. Increased operating and maintenance costs to maintain infrastructure and for long-term equipment replacement.

IMPACT IF NOT FUNDED: Winter recreational opportunities for residents will remain unchanged.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

5

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	53,000	0	0	0	0	0	0	0	0	53,000
General	Impact Fees Rec Dist 1	0	0	0	0	0	0	0	0	25,000	0	25,000
	Total	0	53,000	0	0	0	0	0	0	25,000	0	78,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #515-Golf Course Winter Recreation Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	28,000	Purchase 4WDtractor with cab, snow blower and plow to support ice skating on the pond near the 9th greer
	General G.O. Bonds	25,000	Replace trail groomer and snowmobile for cross country skiing at Beaver Meadow.
		\$53,000	2020 Subtotal
2027	General Impact Fees Rec Dist 1	25,000	Purchase recreational equipment; cross country skies and boots and skates for rental.
		\$25,000	2027 Subtotal
	TOTAL	\$78,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #518-Bridge and Dam Maintenance / Repairs

I. PROJECT TYPE: Bridges

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	M	Facility Cond.	M	Productivity	
SERVED:	☒ Replace	H	Mandates	H	Service Def.	N/A	Tax Base Exp.	L City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: This project is intended to provide funding for major maintenance or repair work on the City's bridges and dams as mandated by NH Department of Transportation, NH Department of Environmental Services, Federal Highway Administration, but not full reconstruction.

As of April 2015, the City owned and maintained 20 bridges and 14 dams.

SERVICE IMPACT: Maintain structural integrity and repair of the City's bridge and dam inventory with no change in regular maintenance costs.

IMPACT IF NOT FUNDED: Continued deterioration of major bridge and dam components resulting in increased maintenance costs and potential for restricted use (load limits and safety violations).

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2010

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Highway Reserve	0	75,000	75,000	75,000	75,000	100,000	0	0	0	0	400,000
General	G.O. Bonds	25,000	250,000	0	0	0	0	0	0	0	0	275,000
	Total	25,000	325,000	75,000	75,000	75,000	100,000	0	0	0	0	675,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #518-Bridge and Dam Maintenance / Repairs

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	25,000	Complete a Bridge Asset Management Plan to be used to prioritize maintenance and repairs.
		<u>\$25,000</u>	2019 Subtotal
2020	General G.O. Bonds	250,000	Rehabilitation of a section of the Turtle Town Pond Dam that is structurally deficient.
	General Highway Reserve	75,000	Pressure wash and seal three municipal bridges. Washington Street over Mill Outlet (045/085) Washington Street over Canal Outlet (048/082) Island Road over Canal Inlet (053/071)
		<u>\$325,000</u>	2020 Subtotal
2021	General Highway Reserve	75,000	Pressure wash and seal three municipal bridges. Loudon Road over Merrimack River (163/111) Loudon Road over Storrs Street (160/103) Manchester Street over Merrimack River (185/104)
		<u>\$75,000</u>	2021 Subtotal
2022	General Highway Reserve	75,000	Pressure wash and seal three municipal bridges. Washington Street over Mill Outlet (045/085) Washington Street over Canal Outlet (048/082) Island Road over Canal Inlet (053/071)
		<u>\$75,000</u>	2022 Subtotal
2023	General Highway Reserve	75,000	Pressure wash and seal three municipal bridges. Horse Hill Road over Contoocook River (069/052) Commercial Street over Wattannummon Brook (140/113) Water Street over B&M Railroad Corridor (180/100)
		<u>\$75,000</u>	2023 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#518-Bridge and Dam Maintenance / Repairs
2024	General Highway Reserve	100,000 Pressure wash and seal four municipal bridges. Hoit Road over Hayward Brook (053/139) Currier Road over Ash Brook (130/019) Delta Drive over Pedestrian Walk (142/113) Langley Parkway over Pedestrian Walk (173/071)
		\$100,000 2024 Subtotal
TOTAL		\$675,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #519-Manchester Street/Old Turnpike Road Intersection Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: Manchester Street and Old Turnpike Road

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	M	Facility Cond.	H	Productivity	
SERVED:	☐ Replace	M	Mandates	H	Service Def.	L	Tax Base Exp.	L City Master Pl.
	☒ Rebuild	L	O + M Costs	H	Council Goals	H	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Following the completion of Regional Drive in 2005, traffic within the Manchester Street/Old Turnpike Road/Regional Drive corridor has continued to grow. As a result, recent changes to signal timing at the Manchester Street and Old Turnpike Road has improved levels of service. However, with traffic growth expected in the near term, intersection geometry improvements will be required.

This project includes traffic signal design and expansion of the Old Turnpike Road approach to two (2) right turn lanes unto Manchester Street. This project will be coordinated with the ongoing design efforts at Terrill Park.

SERVICE IMPACT: Improved vehicle safety and increased capacity in this designated arterial corridor.

IMPACT IF NOT FUNDED: Continued congestion and reduced levels of service at the intersection.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2010

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	415,000	0	0	0	415,000
General	Impact Fees Traf Dist 4	0	0	0	0	0	0	85,000	0	0	0	85,000
	Total	0	0	0	0	0	0	500,000	0	0	0	500,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #519-Manchester Street/Old Turnpike Road Intersection Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	415,000	Bond Share
	General Impact Fees Traf Dist 4	85,000	Construction of improvements to Old Turnpike Road approach to Manchester Street including modifications to the existing traffic signal.
		\$500,000	2025 Subtotal
TOTAL		\$500,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #520-Intersection Safety Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: Various Locations Throughout the City

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	H	Facility Cond.	H	Productivity	
SERVED:	☐ Replace	M	Mandates	H	Service Def.	L	Tax Base Exp.	L City Master Pl.
	☒ Rebuild	L	O + M Costs	M	Council Goals	H	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: With continued focus on intersection safety, the Traffic Operations Committee outlined specific intersections with skewed geometry, multiple side-street approaches, sight distance limitations, and potential for high-speed turns. Each project is intended to be scheduled concurrently with the annual paving program (CIP #78) to reduce costs and improve safety and traffic operations.

Project improvements typically include realigning the side-street intersection approaches to a traditional "T" type intersection configuration. Final intersection option will be reviewed with City Council.

Program intersections include Graham Road/Snow Pond Road, Carter Hill Road/Lakeview Drive, Abbott Road/Sewalls Falls Road, Mountain Road/Sanborn Road, and Borough Road/River Road.

SERVICE IMPACT: Improved vehicle safety and sight distance at the intersection.

IMPACT IF NOT FUNDED: Continued safety concern and limited sight distance.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2010

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

20

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #520-Intersection Safety Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	0	0	0	50,000	100,000	150,000	0	0	300,000
	Total	0	0	0	0	0	50,000	100,000	150,000	0	0	300,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	50,000	Reconstruction of the Abbott Road / Sewalls Falls Road Intersection.
		\$50,000	2024 Subtotal
2025	General G.O. Bonds	100,000	Reconstruction of the Mountain Road / Sanborn Road Intersection.
		\$100,000	2025 Subtotal
2026	General G.O. Bonds	50,000	Reconstruction of the Borough Road / Lilac Street Intersection.
	General G.O. Bonds	50,000	Reconstruction of the Carter Hill / Lakeview Drive Intersection.
	General G.O. Bonds	50,000	Reconstruction of the Graham Road / Snow Pond Intersection.
		\$150,000	2026 Subtotal
	TOTAL	\$300,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #521-Police Firearms Range Improvements

I. PROJECT TYPE: Public Safety

II. LOCATION: Concord Police Firearms Range

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>H</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☐ Replace	<u>L</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☒ Rebuild	<u>H</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>L</u>	Timeliness	Other
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide for periodic repair and refurbishment of the Concord Police Department Firearms Range. Proposed improvements include removal of the training shoot house, range, driveways, berms, and associated facilities.

Phase I was completed in FY2014. Improvements included removal reconstruction of protective berms and removal of heavy metals. A new retaining wall was also constructed.

Phase II of the project involves removing the existing awning and replacing it with a new one. Also, paving the pistol range itself. Current pavement is more than 25 years old. It is worn, cracked and a tripping hazard in places.

SERVICE IMPACT: Failure to maintain the range could result in closure of the facility. This would have a negative impact on the ability of police officers to train and maintain fire arms certifications.

IMPACT IF NOT FUNDED: Firearms training and qualification is mandatory for police officers. If the range continues to deteriorate, it will be rendered unusable for training and qualifications. Police officers will have to travel out of town for training and qualifications. Police officers are required to qualify twice each year.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #521-Police Firearms Range Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Transfer	0	0	0	0	20,000	0	0	0	0	0	20,000
General	G.O. Bonds	160,000	0	0	0	0	0	0	0	0	0	160,000
	Total	160,000	0	0	0	20,000	0	0	0	0	0	180,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	160,000	Phase II: Resurfacing of existing lot (Pistol range), replace deteriorated awning, and demolish existing shoot house.
		<u>\$160,000</u>	2019 Subtotal
2023	General Capital Transfer	20,000	Remove lead from berms, restore berms, replace range wall timbers as necessary.
		<u>\$20,000</u>	2023 Subtotal
	TOTAL	<u>\$180,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #522-Patrol Rifle Replacements

I. PROJECT TYPE: Public Safety

II. LOCATION: Concord Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	<u>M</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>H</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	Other
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide funding for the routine replacement of the Police Department's rifles.

SERVICE IMPACT: Project will expand the Police Department's inventory of individually issued Colt M-4, Model LE6940 rifles, as well as upgrade the optics and lighting on new and existing rifles. The Colt M-4 is a desirable fire arm to be deployed in the field during critical incidents. The Department is seeking sufficient supply of rifles so as they may be individually assigned to officers rather than used as a pooled resource.

IMPACT IF NOT FUNDED: The department will continue to rely upon an inventory of rifles consisting of a mixture of shot guns and Colt M-4 rifles. Rifles will continue to be used as a pooled resource, which is inefficient during critical incidents.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	25,000	0	0	0	0	0	0	0	0	0	25,000
	Total	25,000	0	0	0	0	0	0	0	0	0	25,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #522-Patrol Rifle Replacements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	25,000	Phase 2 of 2. Purchase 17 rifles and duty ammunition. Includes police officer training.
		\$25,000	2019 Subtotal
	TOTAL	\$25,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #527-Cardiac Monitor & AED Replacement Program

I. PROJECT TYPE: Public Safety

II. LOCATION: All City Ambulances, Police Vehicles & City Buildings.

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New Safety Facility Cond. Productivity
 SERVED: ☒ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☐ Rebuild O + M Costs Council Goals Timeliness
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The systematic replacement of the cardiac monitors and AED's used by the Fire Department, Police Department and in City Buildings.

SERVICE Cardiac Monitors and AED's provide are a critical life saving device.
 IMPACT:

IMPACT IF NOT FUNDED: Continued use of existing monitors and AED's would yield higher maintenance costs and less than optimal patient care.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2004 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	0	0	0	500,000	0	0	0	0	500,000
	Total	0	0	0	0	0	500,000	0	0	0	0	500,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	500,000	Replacement of the cardiac monitors used by the Fire Department on their Ambulances, as well as all AED's located in police vehicles and city buildings. Total of 53 AED units.
		\$500,000	2024 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#527-Cardiac Monitor & AED Replacement Program	
	TOTAL		\$500,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #528-Pocket Parks

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	H	Facility Cond.	N/A	Productivity	
SERVED:	☒ Replace	M	Mandates	L	Service Def.	N/A	Tax Base Exp.	N/A City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	L	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The City owned 4 pocket parks: Reed, Fletcher-Murphy, West Street, and William P. Thompson. This CIP show improvement needs for these areas.

SERVICE IMPACT: Repair costs will decline and player satisfaction will increase.

IMPACT IF NOT FUNDED: Existing deficiencies will remain unchanged, repair costs will increase, and customer satisfaction will deteriorate.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	20,000	26,000	0	0	0	265,000	0	0	0	0	311,000
	Total	20,000	26,000	0	0	0	265,000	0	0	0	0	311,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	20,000	Crack seal, colorize and stripe three (3) basketball courts located at West Street Pocket Park, Fletcher Murphy Park, and Thompson Street Play Lot.
		\$20,000	2019 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#528-Pocket Parks		
2020	General	G.O. Bonds	26,000	Replace standards and backboards with acrylic backboards in three (3) pocket parks located at West Street Pocket Park, Fletcher Murphy Park, and Thompson Street Play Lot.
			\$26,000	2020 Subtotal
2024	General	G.O. Bonds	200,000	Replace playground equipment in four pocket parks.
	General	G.O. Bonds	65,000	For reasons of safety funds will be used to remove the large concrete pad, stairs, and railing. Areas will then be re-graded then loamed and seeded.
			\$265,000	2024 Subtotal
	TOTAL		\$311,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #529-Storrs Street Parking Garage (Formerly Capital Commons)

I. PROJECT TYPE: Parking

II. LOCATION: 75 Storrs Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New Safety Facility Cond. Productivity
 SERVED: ☐ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☒ Rebuild O + M Costs Council Goals Timeliness
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to provide for improvements to the Storrs Street Parking Garage (formerly known as the Capital Commons Municipal Parking Garage). The 177,000SF facility opened in July 2007 and contains 516 parking spaces.

Proposed improvements include, but are not limited to, concrete repairs, parking deck seal coating and waterproofing, expansion joints and drainage repairs, as well as lighting, surveillance, and signage improvements.

SERVICE IMPACT: Periodic maintenance will ensure that the facility is safe and attractive for patrons.

IMPACT IF NOT FUNDED: Deferred maintenance will result in more serious and expensive repairs in the future. Unmitigated deterioration could result in loss of revenue due to decreased usage and prolonged closures necessitated by more extensive repairs resulting from neglect.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2011

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Parking	G.O. Bonds	95,000	470,000	0	0	0	0	370,000	0	0	900,000	1,835,000
	Total	95,000	470,000	0	0	0	0	370,000	0	0	900,000	1,835,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #529-Storrs Street Parking Garage (Formerly Capital Commons)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Parking G.O. Bonds	95,000	New surveillance system. Replace malfunctioning obsolete 2007 equipment.
		\$95,000	2019 Subtotal
2020	Parking G.O. Bonds	470,000	Minor concrete repairs, waterproofing repairs, plumbing improvements including new water service for improved maintenance, improved exterior signage, as well as design services and contingency.
		\$470,000	2020 Subtotal
2025	Parking G.O. Bonds	370,000	Minor concrete repairs, waterproofing repairs and replacement, as well as design services and contingency.
		\$370,000	2025 Subtotal
2028	Parking G.O. Bonds	900,000	Twenty year renovation. Repair / replace mechanical systems, repair / replace plumbing system, upgrade lighting fixtures, replace elevator, as well as design services and contingency.
		\$900,000	2028 Subtotal
	TOTAL	\$1,835,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #530-Golf Course Equipment

I. PROJECT TYPE: Golf

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>M</u>	Safety	<u>M</u>	Facility Cond.	<u>M</u>	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	Motor Vehicle Equipment
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide for periodic replacement of major pieces of golf course equipment.

SERVICE IMPACT: Routine investments in golf course equipment allows grounds crews to use more reliable and efficient equipment to complete maintenance tasks, thereby helping to maximize available course time for players.

IMPACT IF NOT FUNDED: Lack of reliable equipment could result in reduced quality of course conditions or increased inefficiency of maintenance operations, thereby resulting in player dissatisfaction, potential loss of market share, and reduced revenues.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Golf	G.O. Bonds	75,000	90,000	60,000	0	30,000	30,000	60,000	0	0	0	345,000
	Total	75,000	90,000	60,000	0	30,000	30,000	60,000	0	0	0	345,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Golf G.O. Bonds	65,000	Replace rough mower.
	Golf G.O. Bonds	10,000	Replace aerator.
		<u>\$75,000</u>	2019 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#530-Golf Course Equipment		
2020	Golf G.O. Bonds	60,000	Replace light weight fairway mowers.	
	Golf G.O. Bonds	30,000	Replace one utility vehicle.	
		\$90,000	2020 Subtotal	
2021	Golf G.O. Bonds	30,000	Replace 1980 bed knife grinder and reel grinder.	
	Golf G.O. Bonds	30,000	Replace triplex mower.	
		\$60,000	2021 Subtotal	
2023	Golf G.O. Bonds	30,000	Replace one utility vehicle.	
		\$30,000	2023 Subtotal	
2024	Golf G.O. Bonds	30,000	Triple X mower	
		\$30,000	2024 Subtotal	
2025	Golf G.O. Bonds	60,000	Rough mower	
		\$60,000	2025 Subtotal	
	TOTAL	\$345,000		

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #534-Tie Down Rehabilitation and Expansion

I. PROJECT TYPE: Airport

II. LOCATION: Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☒ New ☐ Replace ☐ Rebuild ☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

Safety Facility Cond. Productivity

Mandates Service Def. Tax Base Exp. City Master Pl.

O + M Costs Council Goals Timeliness

DESCRIPTION: In 1990, the city constructed Phase I of the Based Aircraft Tie down Apron Expansion Project. This project created 56 tie downs for airport users to secure their planes. Currently the existing tie downs are 70% occupied.

This project will create an additional 32 tie down aprons on approximately 2 acres of land in a designated conservation zone. Therefore, development of this area will require an amendment to the agency agreement governing the conservation zones.

SERVICE IMPACT: Project will help implement the goals of the 2006 Airport Master Plan by providing additional capacity for general aviation users to be based at the airport.

IMPACT IF NOT FUNDED: Stagnant revenues and loss of market share to other regional general aviation airports such as Lebanon, Rochester, Laconia, and Nashua.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Airport	Capital Transfer	0	0	0	0	0	0	8,334	37,500	60,000	0	105,834
Other	Federal	0	0	0	0	0	0	150,000	675,000	1,080,000	0	1,905,000
Other	State	0	0	0	0	0	0	8,334	37,500	60,000	0	105,834
	Total	0	0	0	0	0	0	166,668	750,000	1,200,000	0	2,116,668

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #534-Tie Down Rehabilitation and Expansion

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Other Federal	150,000	Design reconstruction and expansion of tie-down area. Federal share.
	Airport Capital Transfer	8,334	City share.
	Other State	8,334	State share.
		\$166,668	2025 Subtotal
2026	Other Federal	675,000	Construct approximately 2 acres of new aircraft tie down aprons. Federal share.
	Other State	37,500	State share.
	Airport Capital Transfer	37,500	City share.
		\$750,000	2026 Subtotal
2027	Other Federal	1,080,000	Reconstruct existing aircraft tie down aprons. Federal share.
	Airport Capital Transfer	60,000	City share.
	Other State	60,000	State share.
		\$1,200,000	2027 Subtotal
	TOTAL	\$2,116,668	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #541-Regional Drive/Chenell Drive Intersection Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: Regional Drive and Chenell Drive

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☒ New ☐ Replace ☐ Rebuild ☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

☐ Safety ☐ Facility Cond. ☐ Productivity

☐ Mandates ☐ Service Def. ☐ Tax Base Exp. ☐ City Master Pl.

☐ O + M Costs ☐ Council Goals ☐ Timeliness ☐ Intersection Improvement

DESCRIPTION: Following the completion of Regional Drive in 2005, traffic along the Regional Drive corridor continues to grow. As a result of continued development along Chenell Drive, as well as development along the Regional Drive corridor, the Traffic Operations Committee has been monitoring traffic volumes, accident data and the frequency of pedestrian activities at critical intersections along the arterial corridor. In an effort to maintain acceptable levels of service and traffic safety, intersection improvements will be required. Intersection improvements could be in the form of a roundabout or traffic signal.

SERVICE IMPACT: Improved vehicle safety and increased capacity along this arterial corridor.

IMPACT IF NOT FUNDED: Potential increases in congestion and accidents, as well as potentially reduced Level of Service.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2012

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

25

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	850,000	0	0	850,000
General	Impact Fees Traf Dist 4	0	0	0	0	0	0	150,000	0	0	0	150,000
	Total	0	0	0	0	0	0	150,000	850,000	0	0	1,000,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #541-Regional Drive/Chenell Drive Intersection Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Impact Fees Traf Dist 4	150,000	Design of improvements to the intersection of Regional Drive and Chenell Drive.
		<u>\$150,000</u>	2025 Subtotal
2026	General G.O. Bonds	850,000	Construction of improvements to the intersection of Regional Drive and Chenell Drive.
		<u>\$850,000</u>	2026 Subtotal
	TOTAL	<u>\$1,000,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #543-Merrimack River Greenway Trail Project

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: City-wide along Merrimack River Corridor

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	☐ L	Safety	☐ N/A	Facility Cond.	☐ N/A	Productivity	
	☐ Replace	☐ N/A	Mandates	☐ L	Service Def.	☐ M	Tax Base Exp.	☐ M City Master Pl.
	☐ Rebuild	☐ M	O + M Costs	☐ M	Council Goals	☐ L	Timeliness	Sidewalks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The Merrimack River Greenway Trail is envisioned as a continuous, off-street path, roughly following the Merrimack River connecting the eventual terminus of the Northern Rail Trail to the north and the proposed Salem to Concord Bikeway to the south. The path is intended to be a 4-season paved facility, to serve pedestrians, bicyclists, skiers, snowshoers and other non motorized users, and to be universally accessible to the maximum extent practical.

Included as a major project initiative in the comprehensive Bicycle Master Plan, the project is intended to serve both transportation and recreation purposes, connecting villages, providing access to the River and adjacent open space, providing safe and inviting health and fitness opportunities. The Path will provide river views and access when possible, and it will follow a somewhat north-south route to facilitate transportation use. It is consistent with the Concord 2030 Master Plan and Concord's Vision for 2020 by connecting neighborhoods and re-connecting Concord to the River.

This project is contingent upon raising significant funds from other non-City sources, such as grants from the State and Federal governments as well as donations from local interest groups and stakeholders.

SERVICE IMPACT: Improved recreational / transportation opportunities for non-motorized means. Increase in operations and maintenance budget due to resurfacing, sweeping and management of vegetation. As with the paths along I-89 and I-93, sweeping and trimming may be accomplished with volunteer efforts. Snow removal will not be necessary as this trail is to provide an opportunity for winter recreation / transportation.

IMPACT IF NOT FUNDED: Failure to meet key objectives set out in the Master Plan 2030, the Conservation Commission's Endowment for the 21st Century Conservation & Open Space Initiative, and Concord 2020 Vision principles. Options for walking and bicycling will be limited to street, sidewalks, or un-improved hiking trails, leaving a gap in outdoor recreation opportunities. Long distance trails arriving from the north and south will end at the Concord line with no through connection. Many connections between open spaces and recreational trails will not be met. An opportunity to help the city meet its goals to re-connect to the Merrimack River will be missed. An opportunity to diversify Concord's transportation system by adding green, healthy, non-motorized options will be missed.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

25

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #543-Merrimack River Greenway Trail Project

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Donations	200,000*	0	0	200,000	0	0	1,100,000	0	0	0	1,500,000
General	G.O. Bonds	0	0	0	0	0	0	1,100,000	0	0	0	1,100,000
Other	State	800,000*	0	0	800,000	0	0	8,800,000	0	0	0	10,400,000
Total		1,000,000	0	0	1,000,000	0	0	11,000,000	0	0	0	13,000,000

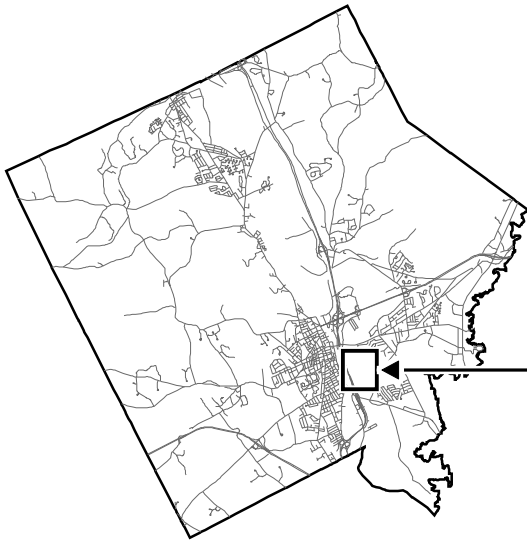
VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Other State	800,000	Design and construction of Phase 1 (A) of the Merrimack River Greenway Trail (MRGT) from Manchester Street to Loudon Road to be funded with a NHDOT Grant and donations. Design/Administration: \$125,000 Construction: \$800,000 Construction Engineering/Administration: \$75,000
	General Donations	200,000	Design and construction of Phase 1 (A) of the MRGT. Donation portion (20%)
		<u>\$1,000,000</u>	2019 Subtotal
2022	Other State	800,000	Design and construction of Phase 1 (B) of the Merrimack River Greenway Trail (MRGT) from Manchester Street to Loudon Road to be funded with a NHDOT Grant and donations. Design/Administration: \$125,000 Construction: \$800,000 Construction Engineering/Administration: \$75,000
	General Donations	200,000	Design and construction of Phase 1 (B) of the MRGT. Donation portion (20%)
		<u>\$1,000,000</u>	2022 Subtotal
2025	Other State	8,800,000	Design and construction of Phase 2-8 of the MRGT. State portion (80%)
	General Donations	1,100,000	Design and construction of Phase 2-8 of the MRGT. Donation portion (10%)
	General G.O. Bonds	1,100,000	Design and construction of Phase 2-8 of the Merrimack River Greenway Trail to be funded with a TE Grants, donations and City funds. City portion of project (10%) assuming additional donations cannot cover the "match". Total estimated costs: \$11,000,000 (for the remaining 7 phases)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#543-Merrimack River Greenway Trail Project
		Design/Administration: \$1,650,000
		Construction: \$8,250,000
		Construction Engineering/Administration: \$1,100,000
	\$11,000,000	2025 Subtotal
TOTAL	\$13,000,000	

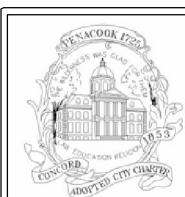


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City of Concord, New Hampshire

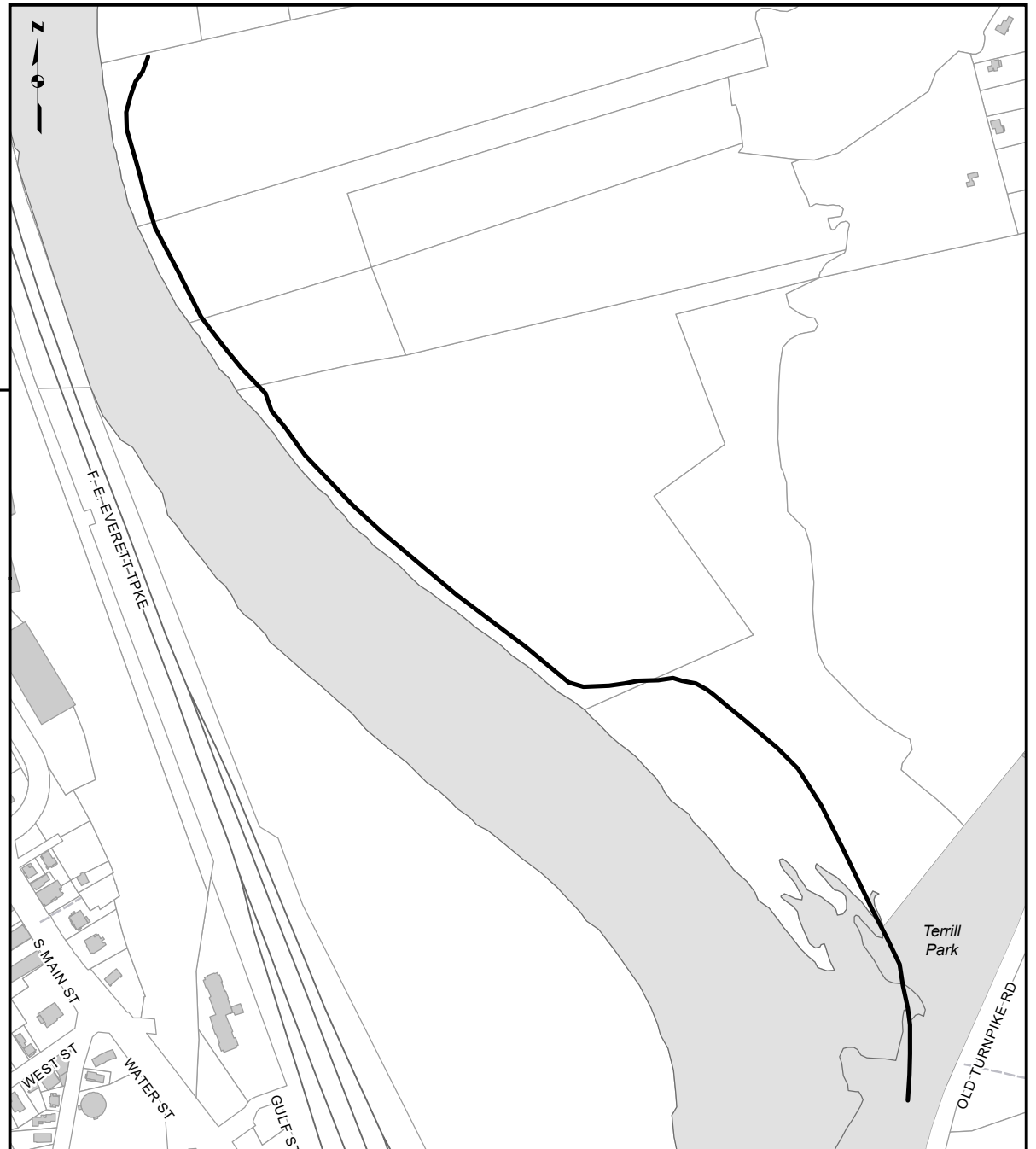
GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale



**FY 2019
CIP PROJECT #543
MERRIMACK RIVER GREENWAY
TRAIL**



**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #550-Roundabout Maintenance

I. PROJECT TYPE: Intersections

II. LOCATION: Roundabout at Liberty/Centre/Auburn, North State/Franklin, and Washington/Village Intersections.

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☐ New Safety Facility Cond. Productivity
☐ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☒ Rebuild O + M Costs Council Goals Timeliness Intersection Improvement
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to provide funding for the periodic maintenance and structural repair of roundabouts throughout the City.

SERVICE IMPACT: Improved vehicle safety and ability to maintain traffic capacity along designated arterial and collector corridors.

IMPACT IF NOT FUNDED: Continued deterioration of major elements of the roundabouts with potential for reduced levels of service, and traffic accidents at the intersection.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2012

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Transfer	0	0	0	75,000	0	0	80,000	0	0	100,000	255,000
	Total	0	0	0	75,000	0	0	80,000	0	0	100,000	255,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #550-Roundabout Maintenance

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General Capital Transfer	75,000	Major scheduled maintenance improvements to the North State/Franklin roundabout.
		<u>\$75,000</u>	2022 Subtotal
2025	General Capital Transfer	80,000	Major scheduled maintenance improvements to the Village/Washington roundabout.
		<u>\$80,000</u>	2025 Subtotal
2028	General Capital Transfer	100,000	Major scheduled maintenance improvements to the Exit 16/Mountain Road/Shawmut Street roundabout.
		<u>\$100,000</u>	2028 Subtotal
	TOTAL	<u>\$255,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #551-Library Maintenance

I. PROJECT TYPE: Public Buildings

II. LOCATION: Main Library and Penacook Branch Library

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	☒ M	Safety	☐ L	Facility Cond.	☐ L	Productivity	
SERVED:	☐ Replace	☐ L	Mandates	☐ L	Service Def.	☐ N/A	Tax Base Exp.	☐ N/A City Master Pl.
	☐ Rebuild	☐ N/A	O + M Costs	☐ L	Council Goals	☐ L	Timeliness	Public Facilities
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide a maintenance plan for the City's Main Library and the Penacook Branch Library.

SERVICE IMPACT: Continued maintenance costs, customer complaints, and decreased staff morale.

IMPACT IF NOT FUNDED: Facilities may become unserviceable, occupant safety would be compromised. Buildings will continue to deteriorate. Water infiltration could damage / ruin portions of the library's collection. Employee morale will be negatively impacted.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	100,000	70,000	125,000	220,000	130,000	130,000	100,000	300,000	0	150,000	1,325,000
General	Capital Transfer	0	0	0	0	10,000	0	0	0	0	0	10,000
	Total	100,000	70,000	125,000	220,000	140,000	130,000	100,000	300,000	0	150,000	1,335,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #551-Library Maintenance

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	50,000	Paint, flooring and ceiling tile upgrades. (Green Street)
	General G.O. Bonds	50,000	Door, window and hardware upgrades. (Green Street)
		<u>\$100,000</u>	2019 Subtotal
2020	General G.O. Bonds	70,000	Bathroom renovations. (Green Street)
		<u>\$70,000</u>	2020 Subtotal
2021	General G.O. Bonds	125,000	Roof replacement. (Penacook)
		<u>\$125,000</u>	2021 Subtotal
2022	General G.O. Bonds	200,000	Interior finish and carpet upgrades. (Green Street)
	General G.O. Bonds	20,000	Door, window and hardware upgrades. (Green Street)
		<u>\$220,000</u>	2022 Subtotal
2023	General G.O. Bonds	100,000	Seal exterior granite. (Green Street)
	General G.O. Bonds	30,000	Upgrades to the EMS control system. (Green Street)
	General Capital Transfer	10,000	Chimney repair. (Penacook)
		<u>\$140,000</u>	2023 Subtotal
2024	General G.O. Bonds	100,000	Furniture and finishes upgrades.
	General G.O. Bonds	30,000	Fire alarm system upgrades. (Green Street)
		<u>\$130,000</u>	2024 Subtotal
2025	General G.O. Bonds	100,000	Refurbish HVAC system and controls. (Green Street)
		<u>\$100,000</u>	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#551-Library Maintenance	
2026	General G.O. Bonds	300,000	Window refurbishment/replacement. (Green Street)
		<u>\$300,000</u>	2026 Subtotal
2028	General G.O. Bonds	150,000	Handicap ramp replacement. (Penacook)
		<u>\$150,000</u>	2028 Subtotal
	TOTAL	<u>\$1,335,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #555-Handgun Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department-35 Green St.

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	L	Facility Cond.	N/A	Productivity	
SERVED:	☒ Replace	L	Mandates	L	Service Def.	N/A	Tax Base Exp.	N/A City Master Pl.
	☐ Rebuild	H	O + M Costs	L	Council Goals	M	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide funding for the routine replacement of Police Department handguns. The Department currently uses the Sig Sauer Model P229R as its primary handgun. The Department also has several P239 models. These have been in use since 2003. To assure reliability, the Department seeks to replace handguns after approximately a decade of service.

SERVICE IMPACT: The Police Department seeks to carry a reliable handgun. Service weapons that are older tend to have additional maintenance problems. It is necessary to replace older models with newer models.

IMPACT IF NOT FUNDED: Reliability and safety could be compromised.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Transfer	0	0	0	0	0	0	0	0	50,000	0	50,000
	Total	0	0	0	0	0	0	0	0	50,000	0	50,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #555-Handgun Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General Capital Transfer	50,000	Replacement of Handguns purchased new in FY2017.
		\$50,000	2027 Subtotal
	TOTAL	\$50,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #557-Memorial Field

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: South Fruit Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L Safety	M Facility Cond.	N/A Productivity	
SERVED:	☐ Replace	N/A Mandates	M Service Def.	N/A Tax Base Exp.	H City Master Pl.
	☒ Rebuild	N/A O + M Costs	N/A Council Goals	M Timeliness	Parks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to provide funding for routine repair and replacement of infrastructure at Memorial Field.

SERVICE IMPACT: Improvements and restoration of facilities at the park shall maintain or increase the usability of the most heavily used athletic facilities in the City. Reduced maintenance costs will be realized.

IMPACT IF NOT FUNDED: Deferred maintenance will result in more significant, expensive repairs in the future. Obsolete facilities will result in decreased customer satisfaction and use of facility.

IV. PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	50,000	1,166,000	120,000	0	0	600,000	75,000	400,000	0	0	2,411,000
	Total	50,000	1,166,000	120,000	0	0	600,000	75,000	400,000	0	0	2,411,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	30,000	Update of the 2012 structural engineering assessment of Football Stadium and Doane Diamond bleachers. Updated report shall include a revised opinion of cost for proposed demolition, repair, or replacement. GSD will coordinate review.

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#557-Memorial Field	
	General G.O. Bonds	20,000	Crack seal, colorize, and stripe the 5 older tennis courts
		\$50,000	2019 Subtotal
2020	General G.O. Bonds	790,000	Repair / replacement of foot ball stadium bleachers, together with the press box and related improvements. (Design and Construction).
	General G.O. Bonds	315,000	Repair or replace bleachers at Doane Diamond. (Final price pending formal review in FY19)
	General G.O. Bonds	31,000	Crack seal, colorize, stripe, change standards, new acrylic backboards for two (2) basketball courts.
	General G.O. Bonds	30,000	Remove and install new asphalt pavement beneath selected bleacher sections serving the football stadium. (Final price pending formal review in FY19)
		\$1,166,000	2020 Subtotal
2021	General G.O. Bonds	120,000	Resurface the track. Last resurfacing in 2008.
		\$120,000	2021 Subtotal
2024	General G.O. Bonds	600,000	Plans, specs, permits and construction of 2 bay maintenance building. Renovate and enlarge public restrooms
		\$600,000	2024 Subtotal
2025	General G.O. Bonds	75,000	Install exercise equipment utilizing poured in place safety surfacing
		\$75,000	2025 Subtotal
2026	General G.O. Bonds	400,000	Replace football lights with energy efficient lights. Removing and re-locating poles as necessary
		\$400,000	2026 Subtotal
	TOTAL	\$2,411,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #560-Fire Training Facility

I. PROJECT TYPE: Public Safety

II. LOCATION: Old Turnpike Road Landfill

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	☒ M	Safety	☒ M	Facility Cond.	☐	Productivity	
SERVED:	☐ Replace	☒ L	Mandates	☒ L	Service Def.	☐ N/A	Tax Base Exp.	☐ City Master Pl.
	☐ Rebuild	☒ H	O + M Costs	☐	Council Goals	☒ M	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: In 2005, the City completed a needs assessment of the existing Loudon Road training facility adjacent to the Everett Arena. This study recommended that the existing facility be abandoned due to variety of inadequacies, safety concerns, as well as conflicts with adjacent land uses (i.e. the Arena, Kiwanis Park, and the skate board park). The 2005 study also included a City wide search for a new facility and concluded that a new training grounds should be constructed at the City's Old Turnpike Road landfill site. As part of the FY 2009 budget, \$150,000 was provided for the design of a new fire training facility. Because of the use of in-house staff, the cost of design was reduced to \$40,000.

By relocating the training grounds from the Loudon Road / Everett Arena location, the City will be able to repurpose the Loudon Road site for expanded recreational opportunities.

SERVICE IMPACT: Project will provide a permanent dedicated facility for fire training, thereby maximizing opportunities for routine training of personnel. Routine training is important in order to maintain public safety.

IMPACT IF NOT FUNDED: Inability to provide effective training on an ongoing basis thus potentially negatively affecting daily operations. Further skill deterioration and potential need to temporarily place stations out of service for a period of time when training at State facility.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	500,000	500,000
	Total	0	0	0	0	0	0	0	0	0	500,000	500,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #560-Fire Training Facility

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	500,000	Replacement of Conex Containers at Training Grounds
		<u>\$500,000</u>	2028 Subtotal
	TOTAL	<u>\$500,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: Citywide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ H	Safety	☐ H	Facility Cond.	☐ N/A	Productivity	
SERVED:	☒ Replace	☐ L	Mandates	☐ H	Service Def.	☐	Tax Base Exp.	City Master Pl.
	☐ Rebuild	☐ N/A	O + M Costs	☐	Council Goals	☐	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Systematic replacement of fire alarm infrastructure. The existing fire alarm infrastructure ranges in age from new to over 50 years old. The typical service life for most of this equipment is 25-30 years. Increased operating and maintenance costs and more frequent failures have resulted due to lack of maintenance and replacement.

SERVICE IMPACT: Systematic replacement of components will ensure continued system reliability in the future thereby maintaining public safety.

IMPACT IF NOT FUNDED: Deferred maintenance could lead to periodic system failures.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	55,000	133,000	93,000	93,000	93,000	93,000	20,000	20,000	20,000	20,000	640,000
	Total	55,000	133,000	93,000	93,000	93,000	93,000	20,000	20,000	20,000	20,000	640,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	30,000	Implementation of radio master box system.
	General G.O. Bonds	15,000	Replace failing fire alarm cabling.
	General G.O. Bonds	10,000	Remove Civil Defense Sirens that have been out of service for over 28 years.
		\$55,000	2019 Subtotal
2020	General G.O. Bonds	73,000	Implementation of radio master box system.
	General G.O. Bonds	40,000	Replace Uninterruptible Power Source System that was installed in 1996. This system is installed in the Communications Center and provide uninterrupted power in the event of a power outage.
	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		\$133,000	2020 Subtotal
2021	General G.O. Bonds	73,000	Implementation of radio master box system.
	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		\$93,000	2021 Subtotal
2022	General G.O. Bonds	73,000	Implementation of radio master box system.
	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		\$93,000	2022 Subtotal
2023	General G.O. Bonds	73,000	Implementation of radio master box system.
	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		\$93,000	2023 Subtotal
2024	General G.O. Bonds	73,000	Implementation of radio master box system.
	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		\$93,000	2024 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

2025	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$20,000</u>	2025 Subtotal
2026	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$20,000</u>	2026 Subtotal
2027	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$20,000</u>	2027 Subtotal
2028	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$20,000</u>	2028 Subtotal
	TOTAL	<u>\$640,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #563-Master Plan Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	N/A	Safety	N/A	Facility Cond.	N/A	Productivity	
SERVED:	☒ Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	L City Master Pl.
	☐ Rebuild	N/A	O + M Costs	M	Council Goals	L	Timeliness	Long-Range Planning
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to update the City Master Plan. State Law requires that a municipality's Master Plan be updated from "time to time". The commonly accepted planning horizon for a Master Plan is 10 years. Research and writing for the current Master Plan began in 2005, and the plan was adopted in 2008 after a lengthy public process.

SERVICE IMPACT: There have been incremental changes in zoning and land use in the City and state, and significant purchases of conservation land in the City since the writing of the Master Plan. This, coupled with demographic changes, as well as economic and real estate trends, makes it important to review the land use, housing, and economic development recommendations of the Master Plan. Additionally, many transportation projects recommended in the current Master Plan have been completed, and there is a need to identify where the City should invest transportation and land development resources moving forward.

IMPACT IF NOT FUNDED: Poor long-range planning leads to haphazard development, which can result in the inefficient use of real estate, missed economic development opportunities, increased long-term costs to serve poorly planned development, and a disconnect with the community with regard to the vision for the City moving forward..

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Econ. Dev. Reserve	0	0	0	30,000	0	0	0	0	0	0	30,000
General	G.O. Bonds	0	0	80,000	125,000	0	0	0	0	0	0	205,000
Other	Federal	0	0	15,000	0	0	0	0	0	0	0	15,000
	Total	0	0	95,000	155,000	0	0	0	0	0	0	250,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #563-Master Plan Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	80,000	The 2008 Master Plan used data and recommendations from the 2004 Transportation Plan, which identified transportation infrastructure improvements, and made goal and policy recommendations that have been used as the basis for CIP projects. Many of the infrastructure projects identified in the earlier master plans have been accomplished. A consultant will be hired to update this plan and help to identify or prioritize new and/or existing infrastructure improvements. The updated Transportation Plan is intended to incorporate the Bike and Pedestrian Master Plans into one comprehensive document.
	Other Federal	15,000	The Historic Resources chapter of the Master Plan was originally created with input from preservation consultants who included strategies and goals for evaluating and preserving historic resources based on national trends. These funds would update that data for inclusion in the 2008 Master Plan update.
		<u>\$95,000</u>	2021 Subtotal
2022	General G.O. Bonds	100,000	Updating the Master Plan will involve extensive public outreach and vision planning. In addition, the next Master Plan should be graphically engaging, and have a dynamic online component. The primary consultant for the update will coordinate and lead the public outreach process with staff assistance, produce the document, and develop the website.
	General Econ. Dev. Reserve	30,000	Consulting services to provide targeted demographic and economic development data to be included in the update of the 2008 Master Plan. The scope of this project will be determined in conjunction with the Economic Development Director.
	General G.O. Bonds	25,000	The City first developed an Energy chapter to the Master Plan in 2013. Since that time, there has been an increase in proposals for solar energy in the open space district, which is not currently contemplated in any depth in our ordinance or Master Plan, as well as concerns over the impacts of utility infrastructure such as for Northern Pass. Additionally, the national concern over climate change has brought the topic of resilience and sustainability to the forefront of planning, in particular with regard to green infrastructure and storm water management. These funds are intended for consulting services to update and expand on the current Energy chapter of the Master Plan, with a broader scope on the many aspects of sustainability, as well as more focused recommendations for the challenges Concord faces today.
		<u>\$155,000</u>	2022 Subtotal
	TOTAL	<u>\$250,000</u>	

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #567-Penacook Riverfront Parks

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Tanner Street & 11-35 Canal Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	☐ L	Safety	☐ L	Facility Cond.	☐ N/A	Productivity	
	☒ Replace	☐ L	Mandates	☐ M	Service Def.	☐ M	Tax Base Exp.	☐ H City Master Pl.
	☒ Rebuild	☐ L	O + M Costs	☐ L	Council Goals	☐ L	Timeliness	Parks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to program capital improvements for the Penacook Riverfront Park located on Tanner Street, as well as a proposed new riverfront park to be located on portions of the former Allied Leather Tannery Complex at 11 - 35 Canal Street.

Property comprising the Tanner Street Riverfront Park was assembled by the City during 1947 - 1982. The last major capital investment for the property occurred in the late 1980s. Projects included within this CIP for the Tanner Street Park include acquisition of additional waterfront property, refurbishment of walkways, lighting, fencing, signage, and landscaping, and installation of a small playground. Improvements may also include a portage for kayaks and other non motorized watercraft.

The second river front park is a new facility which will be constructed on a 1.5 acre portion of the former Allied Leather Tannery site located at 11-35 Canal Street, Penacook. Proposed improvements will be based on preliminary conceptual designs prepared by CMA Engineers and Ironwood Landscape Architects in 2015.

SERVICE IMPACT: Improvements will help revitalize an underutilized public properties directly abutting the Contoocook River. In addition, public investment will serve as a catalyst for private investment in abutting properties.

IMPACT IF NOT FUNDED: The Tanner Street facility will continue to deteriorate. Eventually, the facility will become an attractive nuisance and location for illicit activity. A poorly maintained facility will serve as a disincentive for private investment in abutting properties. Failure to proceed with the new park at the former Tannery Site will result in a missed opportunity to improve an important waterfront property which could help leverage future redevelopment of abutting properties.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #567-Penacook Riverfront Parks

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Other	Tax Increment Financing	0	0	1,200,000	0	0	0	0	0	0	0	1,200,000
General	G.O. Bonds	0	0	0	220,000	0	0	0	0	0	0	220,000
	Total	0	0	1,200,000	220,000	0	0	0	0	0	0	1,420,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Other Tax Increment Financing	1,200,000	Canal Street Riverfront Park: Design and construction of a new riverfront park to be set on 1.5 +/- acres of the former Allied Leather Tannery site located at 11-35 Canal Street. The Park's final design shall be based upon preliminary concepts prepared by CMA Engineers and Ironwood Landscape Architects in 2015. Includes parking lot.
		\$1,200,000	2021 Subtotal
2022	General G.O. Bonds	150,000	Tanner Street Riverfront Park: Renovations of existing park, as well as improvements at newly acquired property. Improvements to include reconstruction of walkways, signage, and lighting, as well as installation of additional plantings. Ornamental safety fence will be extended onto newly acquired property.
	General G.O. Bonds	70,000	Tanner Street Riverfront Park: Acquisition of abutting private property, including due diligence and legal costs, as well as installation of improvements.
		\$220,000	2022 Subtotal
	TOTAL	\$1,420,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

I. PROJECT TYPE: Other Vehicles

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L Safety	H Facility Cond.	H Productivity	
SERVED:	☒ Replace	N/A Mandates	L Service Def.	N/A Tax Base Exp.	N/A City Master Pl.
	☐ Rebuild	L O + M Costs	N/A Council Goals	M Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: This project establishes a long-range replacement plan for the Parks and Recreation Department's smaller turf equipment. Phased replacement of equipment will minimize potential service interruptions due to break downs / failures.

SERVICE IMPACT: Routine replacement maintains or improves current levels of service for maintenance of recreational assets, helps provide for more efficient maintenance of facilities due to advances in equipment technology, reduces repair costs due to use of newer equipment, and reduce repair costs and equipment "downtime" due to use of new equipment.

IMPACT IF NOT FUNDED: Without routine investments, use of obsolete unreliable equipment will result in more frequent equipment failures leading to less productivity of staff and less efficient maintenance of facilities. Delayed acquisition of new equipment will result in increased repair costs.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	40,000	59,000	21,000	36,000	66,000	52,000	67,000	34,000	33,000	39,000	447,000
	Total	40,000	59,000	21,000	36,000	66,000	52,000	67,000	34,000	33,000	39,000	447,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	40,000	Replace two (2) 60" Out front mowers. (Cemeteries)
		<u>\$40,000</u>	2019 Subtotal
2020	General G.O. Bonds	35,000	Replace 1988 John Deere 4 wheel drive 3 cylinder diesel tractor with bucket. (Parks)
	General G.O. Bonds	24,000	Replace Toro infield pro ball diamond machine. (Parks)
		<u>\$59,000</u>	2020 Subtotal
2021	General G.O. Bonds	21,000	Replace John Deere 60" Out front mower. (Parks)
		<u>\$21,000</u>	2021 Subtotal
2022	General G.O. Bonds	36,000	Replace Toro out front mower. (Parks)
		<u>\$36,000</u>	2022 Subtotal
2023	General G.O. Bonds	35,000	Replace small loader/backhoe. (Cemeteries)
	General G.O. Bonds	31,000	Replace large area aerator. (Parks)
		<u>\$66,000</u>	2023 Subtotal
2024	General G.O. Bonds	32,000	Replace John Deere 2025R 4 wheel drive tractor with bucket and attachments. (Parks)
	General G.O. Bonds	20,000	Replace John Deere 60" Out front rotary mower.
		<u>\$52,000</u>	2024 Subtotal
2025	General G.O. Bonds	27,000	Replace Toro infield pro ball diamond machine with attachments. (Parks)
	General G.O. Bonds	22,000	Replace John Deere 60" out front rotary mower. (Cemeteries)
	General G.O. Bonds	18,000	Replace zero turn mower. (Parks)
		<u>\$67,000</u>	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#569-Parks and Cemeteries	Small Turf Equipment	
2026	General	G.O. Bonds	34,000	Replace John Deere 2025R 4 wheel drive tractor with bucket and attachments.
			<u>\$34,000</u>	2026 Subtotal
2027	General	G.O. Bonds	33,000	Replace Cemeteries sweeper.
			<u>\$33,000</u>	2027 Subtotal
2028	General	G.O. Bonds	22,000	Replace 60" out front rotary mower. (Cemeteries)
	General	G.O. Bonds	17,000	Replace deep tine aerator. (Parks)
			<u>\$39,000</u>	2028 Subtotal
	TOTAL		<u>\$447,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #570-Pleasant/Warren/Fruit Intersection Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: Pleasant Street/Warren Street/Fruit Street Intersection

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☒ New ☐ Replace ☐ Rebuild ☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

☐ Safety ☐ Facility Cond. ☐ Productivity ☐ Mandates ☐ Service Def. ☐ Tax Base Exp. ☐ City Master Pl. ☐ O + M Costs ☐ Council Goals ☐ Timeliness ☐ Intersection Improvement

DESCRIPTION: Following completion of a 2013 Engineering Study of the Pleasant/Warren/Fruit intersection, City Council accepted a report outlining improvement options and priorities. In order to maintain acceptable levels of service and traffic and pedestrian safety, staff recommended major intersection reconstruction at this critical location. Endorsed by both the Traffic Operations Committee and the Transportation Policy Advisory Committee, the project proposes a roundabout to replace the existing signalized intersection.

SERVICE IMPACT: Improved traffic level of service, capacity, and pedestrian and bike safety at this critical location.

IMPACT IF NOT FUNDED: Continued congestions, limited levels of service, increased traffic accidents, and unresolved pedestrian safety concerns.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	1,500,000	0	0	0	1,500,000
	Total	0	0	0	0	0	0	1,500,000	0	0	0	1,500,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #570-Pleasant/Warren/Fruit Intersection Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	1,500,000	Design and construction of a Roundabout.
		<u>\$1,500,000</u>	2025 Subtotal
	TOTAL	<u>\$1,500,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #571-I-393/Horseshoe Pond Drainage Improvements

I. PROJECT TYPE: Storm Sewer

II. LOCATION: I-393/North Main Street/Horseshoe Pond Drainage Area

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	<u>H</u>	Safety	<u>H</u>	Facility Cond.	<u>L</u>	Productivity	
SERVED:	☐ Replace	<u>M</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>H</u>	Timeliness	Other
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Reoccurring flooding at the intersection of I-393 and North Main Street has resulted in private property damage. This project, undertaken with NHDOT and NHDES, shall replace affected drainage systems and is to be performed in multiple phases. Phase 1 will focus on designing and implementing drainage improvements in the vicinity of North Main Street/I-393/Bouton Street, and the north extension of North Main Street. Subsequent phases will focus on the drainage areas for Church Street and North Main Street south of I-393.

SERVICE IMPACT: Provides long-term solution to drainage problem and eliminates ongoing property damage.

IMPACT IF NOT FUNDED: Without improvement, the drainage area will still be subject to ongoing intermittent flooding and property damage.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

25

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	500,000	0	0	400,000	0	0	0	0	0	900,000
Other	State	0	0	500,000	0	0	0	0	0	0	0	500,000
	Total	0	500,000	500,000	0	400,000	0	0	0	0	0	1,400,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #571-I-393/Horseshoe Pond Drainage Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	500,000	Placeholder for Construction.
		\$500,000	2020 Subtotal
2021	Other State	500,000	Phase 2 - Design and construction.
		\$500,000	2021 Subtotal
2023	General G.O. Bonds	300,000	Phase 3 - Construction.
	General G.O. Bonds	100,000	Phase 3 - Design.
		\$400,000	2023 Subtotal
	TOTAL	\$1,400,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #572-Airport Master Plan

I. PROJECT TYPE: Airport

II. LOCATION: Airport

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New N/A Safety H Facility Cond. L Productivity
SERVED: ☒ Replace N/A Mandates L Service Def. M Tax Base Exp. H City Master Pl.
☐ Rebuild N/A O + M Costs M Council Goals M Timeliness Airport
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The current Airport Master Plan was last updated in 2006. Periodic updates are required every 10-20 years in order to plan future capital investments designed to keep the facility viable within the framework of the New England general aviation market.

SERVICE IMPACT: Recommendations will provide focused direction to the city for airport improvements and management structure.

IMPACT IF NOT FUNDED: Application of future Federal grants for airport improvements will be denied if the Master Plan is not current.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Other	State	0	0	0	0	10,554	0	0	0	0	0	10,554
Airport	Capital Transfer	0	0	0	0	10,554	0	0	0	0	0	10,554
Other	Federal	0	0	0	0	190,000	0	0	0	0	0	190,000
	Total	0	0	0	0	211,108	0	0	0	0	0	211,108

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #572-Airport Master Plan

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Other Federal	190,000	Airport Master Plan Update. Federal share.
	Other State	10,554	State share.
	Airport Capital Transfer	10,554	City share.
		\$211,108	2023 Subtotal
TOTAL		\$211,108	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

I. PROJECT TYPE: Public Safety

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New ☐ H Safety ☐ H Facility Cond. ☐ M Productivity
SERVED: ☒ Replace ☐ L Mandates ☐ M Service Def. ☐ N/A Tax Base Exp. ☐ L City Master Pl.
☐ Rebuild ☐ L O + M Costs ☐ L Council Goals ☐ M Timeliness
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to provide funding for routine replacement of Personal Protective Equipment (PPE) for 90 members of the Fire Department. Protective gear typically has a useful life of approximately 6 -10 years. Through a systematic, structured process the City can maintain an adequate reserve of protective clothing for replacement. The Fire Department inspects its protective gear biannually for the purpose of prioritizing replacement needs.

This project also includes systematic replacement of self contained personal breathing apparatus, including 63 Self Contained Breathing Apparatus (SCBA) units and 2 Rapid Intervention (RIT) packs.

SERVICE IMPACT: By funding this project, the City will be able to ensure fire personnel are properly protected and outfitted to carry out fire fighting activities.

IMPACT IF NOT FUNDED: The City's ability to effectively and efficiently respond to fire calls will be reduced and costs of repairing gear will increase. Also, safety of department personnel could be compromised.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	25,000	0	0	0	750,000	30,000	0	0	805,000
General	Capital Transfer	20,000	20,000	25,000	25,000	30,000	30,000	30,000	30,000	0	0	210,000
	Total	20,000	20,000	50,000	25,000	30,000	30,000	780,000	60,000	0	0	1,015,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General Capital Transfer	20,000	Systematic replacement of firefighting protective clothing.
		\$20,000	2019 Subtotal
2020	General Capital Transfer	20,000	Systematic replacement of firefighting protective clothing.
		\$20,000	2020 Subtotal
2021	General G.O. Bonds	25,000	Replacement of Active Shooter PPE
	General Capital Transfer	25,000	Systematic replacement of firefighting protective clothing.
		\$50,000	2021 Subtotal
2022	General Capital Transfer	25,000	Systematic replacement of firefighting protective clothing.
		\$25,000	2022 Subtotal
2023	General Capital Transfer	30,000	Systematic replacement of firefighting protective clothing.
		\$30,000	2023 Subtotal
2024	General Capital Transfer	30,000	Systematic replacement of firefighting protective clothing.
		\$30,000	2024 Subtotal
2025	General G.O. Bonds	750,000	Breathing apparatus replacement purchased in FY2015.
	General Capital Transfer	30,000	Systematic replacement of firefighting protective clothing.
		\$780,000	2025 Subtotal
2026	General G.O. Bonds	30,000	Active Shooter personal protective equipment replacement.
	General Capital Transfer	30,000	Systematic replacement of firefighting protective clothing.
		\$60,000	2026 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#573-Fire Department Personnel Protective Equipment	
	TOTAL		\$1,015,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #574-Development Permitting Software

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City Hall

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L	Safety	N/A	Facility Cond.	M	Productivity	
SERVED:	☒ Replace	L	Mandates	L	Service Def.	N/A	Tax Base Exp.	N/A City Master Pl.
	☐ Rebuild	L	O + M Costs	N/A	Council Goals	M	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The current City permitting software, Permit Tracker, has been in place for over a decade and is showing limitations. It does not have the ability to handle contemporary expectations for online customer service uses. It's customization to Concord has also restricted its ability to grow with changes in technology. Technical support for the existing software is also tenuous as this service is solely dependent on one individual, the original programmer.

The Department has completed research into modern "off the shelf" software packages that would be dynamic enough to grow with the City's needs. This CIP would allow the Department to issue an Request for Proposals to acquire off-the-shelf software that can meet the existing and future needs of the Department and provide enhanced customer service options.

SERVICE IMPACT: Will provide a more dynamic software package to assist the City with permitting and inspection processes for new development and other construction related projects. New software will also allow for on-line integration for improved customer service.

IMPACT IF NOT FUNDED: Current software program is approximately 10 years old and was developed by a sole proprietor consultant. It is unclear how long the consultant will be able to continue to provide tech support for the existing software program. In addition, customer service will remain unchanged due to inability to adapt the current program for on-line use.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2016 PREVIOUS AMOUNT: 100,000

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	200,000	0	0	0	0	0	0	0	0	0	200,000
	Total	200,000	0	0	0	0	0	0	0	0	0	200,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #574-Development Permitting Software

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	200,000	Acquisition of permit management software. Supplements \$100,000 appropriated in FY2016 (approximately \$73,000 currently remaining). The software vendor originally selected in 2016 could not meet the City's needs and contract was terminated prior to full implementation. Supplemental funds will be used to purchase a new software package which is compatible with City's new ERP system.
		\$200,000	2019 Subtotal
TOTAL		\$200,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #575-Police Vehicle & Equipment Replacement

I. PROJECT TYPE: Other Vehicles

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	H	Facility Cond.	N/A	Productivity	
SERVED:	☒ Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	N/A City Master Pl.
	☐ Rebuild	L	O + M Costs	N/A	Council Goals	M	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this capital project is to provide funding for the routine replacement of Police Department vehicles (excluding parking enforcement vehicles which are addressed in CIP 403). As of April 2014, the City had a total of 25 cruisers, command SUVs, and unmarked vehicles. Prior to FY2015, this item was carried within the City's operating budget.

SERVICE IMPACT: Maintaining a schedule for routine replacement of police department vehicles will ensure that a reliable fleet of modern cruisers and command vehicles exists to serve the community.

IMPACT IF NOT FUNDED: Typically, vehicles are used in the "marked" fleet for approximately 3 years, then transferred to the unmarked fleet for an additional 2 years of use. Without routine replacement, the department will be required to operate with older vehicles which are more susceptible to mechanical failures. This could result in increased maintenance expenses for the City.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Transfer	78,000	220,000	160,000	170,000	170,000	180,000	180,000	190,000	190,000	0	1,538,000
General	Equip Replace Reserve	72,000	0	0	0	0	0	0	0	0	0	72,000
General	G.O. Bonds	0	150,000	0	0	0	0	0	0	0	0	150,000
	Total	150,000	370,000	160,000	170,000	170,000	180,000	180,000	190,000	190,000	0	1,760,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #575-Police Vehicle & Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General Capital Transfer	78,000	Replace of 4 vehicles.
	General Equip Replace Reserve	72,000	Replace of 4 vehicles.
		<u>\$150,000</u>	2019 Subtotal
2020	General Capital Transfer	160,000	Replace 4 vehicles.
	General G.O. Bonds	150,000	Replace Police Command Vehicle.
	General Capital Transfer	60,000	Replace Evidence Van.
		<u>\$370,000</u>	2020 Subtotal
2021	General Capital Transfer	160,000	Replace 4 vehicles.
		<u>\$160,000</u>	2021 Subtotal
2022	General Capital Transfer	170,000	Replace 4 vehicles.
		<u>\$170,000</u>	2022 Subtotal
2023	General Capital Transfer	170,000	Replace 4 vehicles.
		<u>\$170,000</u>	2023 Subtotal
2024	General Capital Transfer	180,000	Replace 4 vehicles.
		<u>\$180,000</u>	2024 Subtotal
2025	General Capital Transfer	180,000	Replace 4 vehicles.
		<u>\$180,000</u>	2025 Subtotal
2026	General Capital Transfer	190,000	Replace 4 vehicles.
		<u>\$190,000</u>	2026 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#575-Police Vehicle & Equipment Replacement				
2027	General Capital Transfer	<table><tr><td>190,000</td><td>Replace 4 vehicles.</td></tr><tr><td>\$190,000</td><td>2027 Subtotal</td></tr></table>	190,000	Replace 4 vehicles.	\$190,000	2027 Subtotal
190,000	Replace 4 vehicles.					
\$190,000	2027 Subtotal					
TOTAL		\$1,760,000				

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #576-General Facility Repairs

I. PROJECT TYPE: Public Buildings

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>M</u>	Safety	<u>H</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☒ Replace	<u>M</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	_____ City Master Pl.
	☒ Rebuild	<u>M</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>N/A</u>	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this capital project is to finance assorted small capital projects and maintenance activities at City owned buildings.

SERVICE IMPACT: Undertaking small capital projects helps to ensure appropriate maintenance of building systems, thereby helping to reduce long-term maintenance costs and extend the useful life of facilities.

IMPACT IF NOT FUNDED: Repair costs will increase and the functional life of building systems may be reduced, thereby requiring premature replacement at significant cost.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Transfer	20,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	35,000	35,000	315,000
	Total	20,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	35,000	35,000	315,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General Capital Transfer	20,000	Rehabilitate dug outs at Rolfe Park and Rollins Park, install vandal resistant rails in the gazebo at Rollins Park, replace split A/C unit at City Hall, and miscellaneous lighting upgrades at recreational facilities.
		\$20,000	2019 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#576-General Facility Repairs	
2020	General Capital Transfer	30,000	Placeholder for future projects.
		\$30,000	2020 Subtotal
2021	General Capital Transfer	30,000	Placeholder for future projects.
		\$30,000	2021 Subtotal
2022	General Capital Transfer	30,000	Placeholder for future projects.
		\$30,000	2022 Subtotal
2023	General Capital Transfer	30,000	Placeholder for future projects.
		\$30,000	2023 Subtotal
2024	General Capital Transfer	35,000	Placeholder for future projects.
		\$35,000	2024 Subtotal
2025	General Capital Transfer	35,000	Placeholder for future projects.
		\$35,000	2025 Subtotal
2026	General Capital Transfer	35,000	Placeholder for future projects.
		\$35,000	2026 Subtotal
2027	General Capital Transfer	35,000	Placeholder for future projects.
		\$35,000	2027 Subtotal
2028	General Capital Transfer	35,000	Placeholder for future projects.
		\$35,000	2028 Subtotal
	TOTAL	\$315,000	

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #579-Downtown Squares

I. PROJECT TYPE: Downtown

II. LOCATION: Bicentennial Square and Eagle Square

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☐ New ☐ Safety ☐ Facility Cond. ☐ Productivity
☐ Replace ☐ Mandates ☐ Service Def. ☐ Tax Base Exp. ☐ City Master Pl.
☒ Rebuild ☐ O + M Costs ☐ Council Goals ☐ Timeliness
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to fund routine repair / refurbishment of the Bicentennial Square and Eagle Square amenities.

SERVICE IMPACT: Routine maintenance and refurbishment will minimize unanticipated costly emergency repairs and extend useful life of this asset.

IMPACT IF NOT FUNDED: Lack of maintenance will result in more expensive repairs and may, in the extreme, necessitate the premature full replacement of this asset. Lack of maintenance may also result in prolonged periods that the squares are closed to the public, thereby resulting in loss of public enjoyment.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	40,000	20,000	90,000	25,000	20,000	0	0	0	600,000	0	795,000
	Total	40,000	20,000	90,000	25,000	20,000	0	0	0	600,000	0	795,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	40,000	Refurbish Bicentennial Square lavatories.
		\$40,000	2019 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#579-Downtown Squares	
2020	General G.O. Bonds	20,000	Tree and landscape improvements.
		<u>\$20,000</u>	2020 Subtotal
2021	General G.O. Bonds	90,000	Refurbish the stairs at Eagle Square Amphitheater.
		<u>\$90,000</u>	2021 Subtotal
2022	General G.O. Bonds	25,000	Repairs to the fountain at Bicentennial Square.
		<u>\$25,000</u>	2022 Subtotal
2023	General G.O. Bonds	20,000	Tree and landscape improvements.
		<u>\$20,000</u>	2023 Subtotal
2027	General G.O. Bonds	600,000	Replacement of brick pavers and related infrastructure throughout Bicentennial Square.
		<u>\$600,000</u>	2027 Subtotal
	TOTAL	<u>\$795,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #583-East Concord Fire Station

I. PROJECT TYPE: Public Buildings

II. LOCATION: Location to be determined from study

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	<u>M</u>	Safety	☐ Facility Cond.	☐ Productivity	
SERVED:	☐ Replace	<u></u>	Mandates	<u>L</u>	☐ Tax Base Exp.	<u></u> City Master Pl.
	☐ Rebuild	<u>H</u>	O + M Costs	☐ Council Goals	<u>N/A</u> Timeliness	Long-Range Planning
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis					

DESCRIPTION: Design and construction of new East Concord Fire Station based on location study and needs assessment to be completed as part of CIP 252.

SERVICE IMPACT: If deemed necessary by the location study and needs assessment, a new station serving East Concord and, potentially the Heights neighborhood, would provide for improved fire service to the easterly portions of the City, as well as put the City on a better footing to address the needs of potential future population growth in East Concord.

IMPACT IF NOT FUNDED: Emergency services response times and levels of service for East Concord will remain unchanged.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	5,000,000	5,000,000
	Total	0	0	0	0	0	0	0	0	0	5,000,000	5,000,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #583-East Concord Fire Station

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	5,000,000	Placeholder: Design, construct, and furnish a new fire station in East Concord pending outcome of needs assessment and location studies. New building and furnishings only.
		\$5,000,000	2028 Subtotal
TOTAL		\$5,000,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #584-Replacement of CAT Transit Bus Vehicles

I. PROJECT TYPE: Other Vehicles

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>H</u>	Safety	<u>H</u>	Facility Cond.	<u>L</u>	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>L</u>	Council Goals	<u>M</u>	Timeliness	Motor Vehicle Equipment
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Since 1989, Concord Area Transit (CAT), through the Community Action Program of Belknap-Merrimack Counties, has provided uninterrupted transit services to the residents of Concord. The service is open to all transportation needs, including seniors and those with disabilities.

CAT maintains a fleet of 13 vehicles including buses and vans to provide fixed route, complimentary para-transit, and senior transit services. Three of the vehicles support CAT's fixed route system. The existing fixed route fleet were placed in service in 2003 and are scheduled for replacement beginning in 2015. Since CAT's inception in 1989, the City of Concord has always supported a portion of the capital replacement match required to support the fixed route fleet

SERVICE IMPACT: Without replacement of transit vehicles, existing vehicles will require extensive repairs and will no longer be cost-effective or sustainable to operate.

IMPACT IF NOT FUNDED: Replacement of vehicles is mandated by Federal Transit Administration (FTA) and NHDOT. If not funded, those mandates will not be met.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2016

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

12

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Other	Federal	240,000*	0	0	0	0	0	0	0	0	0	240,000
Other	State	30,000*	0	0	0	0	0	0	0	0	0	30,000
General	G.O. Bonds	30,000*	0	0	0	0	0	0	0	0	0	30,000
	Total	300,000	0	0	0	0	0	0	0	0	0	300,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #584-Replacement of CAT Transit Bus Vehicles

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Other Federal	240,000	Federal grant share (80%).
	Other State	30,000	State share (10%).
	General G.O. Bonds	30,000	City share (10%).
		\$300,000	2019 Subtotal
TOTAL		\$300,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #587-Cemetery Improvements

I. PROJECT TYPE: Cemeteries

II. LOCATION: City Cemeteries

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	<u>N/A</u>	Safety	<u>M</u>	Facility Cond.	<u>N/A</u>	Productivity	
	☐ Replace	<u>N/A</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☒ Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	Other
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide funding for routine maintenance and repair of the City's 13 municipal cemeteries. The project also provides funding for cemetery expansion.

SERVICE IMPACT: Periodic investment in cemetery infrastructure will preserve and improve facilities, correct potential liabilities, and maintain community pride in the City's cemeteries. Well maintained facilities also helps the City sell plots within cemeteries.

IMPACT IF NOT FUNDED: Facilities will not be maintained resulting in potential liabilities and decreased community satisfaction with facilities.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	105,000	110,000	130,000	70,000	170,000	0	0	425,000	35,000	0	1,045,000
	Total	105,000	110,000	130,000	70,000	170,000	0	0	425,000	35,000	0	1,045,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #587-Cemetery Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	60,000	Paving select roads Blossom Hill. Phase 2 of 6.
	General G.O. Bonds	45,000	Blossom Hill Chapel repairs. Includes repair of plaster walls, interior paint, lighting improvements, and a new walkway to the building.
		\$105,000	2019 Subtotal
2020	General G.O. Bonds	60,000	Paving select roads Blossom Hill. Phase 3 of 6.
	General G.O. Bonds	50,000	Computer system to convert all paper records to a digital format. New system includes online searchable database and plot plans for all cemeteries.
		\$110,000	2020 Subtotal
2021	General G.O. Bonds	60,000	Maple Grove Cemetery. Install 250 linear feet of ornamental fence along Sewalls Falls Road near the driveway for Beaver Meadow School. Currently vehicles queue along Sewalls Falls Road while waiting to access the School during pick-up and drop off times and there is no fencing to protect graves located near the road.
	General G.O. Bonds	70,000	Paving select roads Blossom Hill. Phase 4 of 6.
		\$130,000	2021 Subtotal
2022	General G.O. Bonds	70,000	Paving select roads Blossom Hill. Phase 5 of 6.
		\$70,000	2022 Subtotal
2023	General G.O. Bonds	70,000	Paving select roads Blossom Hill. Phase 6 of 6.
	General G.O. Bonds	100,000	Design, construct, and furnish fire proof room for records storage.
		\$170,000	2023 Subtotal
2026	General G.O. Bonds	350,000	Blossom Hill Cemetery. Repair / rebuild historic granite retaining wall in kind which failed in 2016.
	General G.O. Bonds	75,000	Blossom Hill Cemetery. Dredge pond, repair granite retaining wall at pond, and install guard rail.
		\$425,000	2026 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#587-Cemetery Improvements	
2027	General G.O. Bonds	35,000	Purchase Columbarium at Blossom Hill Cemetery.
		\$35,000	2027 Subtotal
	TOTAL	\$1,045,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #588-Loudon Road Bridge Improvement Project

I. PROJECT TYPE: Bridges

II. LOCATION: Loudon Road over Merrimack River

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	M	Facility Cond.	H	Productivity	
SERVED:	☐ Replace	M	Mandates	H	Service Def.	M	Tax Base Exp.	L City Master Pl.
	☒ Rebuild	L	O + M Costs	L	Council Goals	H	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: A 2015 bridge inspection by NHDOT identified various structural deficiencies and the bridge was placed on the NH Department of Transportation's "Red List". This project is intended to address the bridge's structural and operational deficiencies.

The project will be funded through the State Municipal Bridge Aid Program (80% State, 20% Local) and will be managed by the City.

SERVICE IMPACT: The Loudon Road corridor is a critical transportation link between the central core of the City and the Heights. Completion of this project will maintain transportation use.

IMPACT IF NOT FUNDED: If not funded, continued deterioration will result in restricted use and eventual closure of the bridge. Significant disruption of regional traffic would likely occur.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Other	Federal	0	0	0	8,400,000	0	0	0	0	0	0	8,400,000
General	G.O. Bonds	0	0	0	2,100,000	0	0	0	0	0	0	2,100,000
	Total	0	0	0	10,500,000	0	0	0	0	0	0	10,500,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #588-Loudon Road Bridge Improvement Project

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Other Federal	8,400,000	Design and construction of deck, rail, and expansion joint replacement, as well as substructure concrete repairs. \$6,170,000 (State portion 80% of project costs paid through State Municipal Bridge Aid Program).
	General G.O. Bonds	2,100,000	City Share of bridge replacement/repairs (20%).
		\$10,500,000	2022 Subtotal
TOTAL		\$10,500,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #589-Downtown Corridor Streetscape Improvement Project

I. PROJECT TYPE: Downtown

II. LOCATION: Side streets within the Central Business District (CBD) between North Main Street and North State Street and Storrs Street.

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☒ New	L Safety	M Facility Cond.	N/A Productivity	
	☐ Replace	N/A Mandates	M Service Def.	L Tax Base Exp.	H City Master Pl.
	☐ Rebuild	M O + M Costs	H Council Goals	L Timeliness	Economic Development
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to design and construct streetscape improvements to side streets within the Central Business District (CBD) as originally outlined in previous Downtown master plans and studies, as well as a continuation of the streetscape improvements of the 2015/2016 Downtown Complete Streets Improvement Project (CIP 460).

Streetscape improvements to side streets during the 2015/2016 Main Street project were limited. This project will continue streetscape improvements including sidewalks, lighting, and way finding signage along Park Street, Capitol Street, School Street, Warren Street, Depot Street, Hills Avenue, Fayette Street, Thompson Street, Concord Street, and Theatre Street.

SERVICE IMPACT: Improved use and appearance of the Downtown Corridor offers great potential for redevelopment of adjacent properties resulting in tax base expansion.

IMPACT IF NOT FUNDED: The opportunity for tax base expansion and the enhancement of downtown business activities would not be realized.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #589-Downtown Corridor Streetscape Improvement Project

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	3,920,000
	Total	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	3,920,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	450,000	Warren Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Warren Street (Main to State) with particular focus on the entrances to Bicentennial Square and the entrance to Capital Plaza and the School Street Parking Garage.
		\$450,000	2021 Subtotal
2022	General G.O. Bonds	620,000	Park Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Park Street (Main to State) with particular focus on the entrances to City Plaza.
		\$620,000	2022 Subtotal
2023	General G.O. Bonds	850,000	Capitol Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Capitol Street (Main to State) with particular focus on the entrances to City Plaza and Evans Lane.
		\$850,000	2023 Subtotal
2024	General G.O. Bonds	610,000	School Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along School Street (Main to State) with particular focus on the entrances to Evans Lane and the School Street Parking Garage.
		\$610,000	2024 Subtotal
2025	General G.O. Bonds	450,000	Concord Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Concord Street (Main to State).
		\$450,000	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		CD-ENGINEERING SERVICES	#589-Downtown Corridor Streetscape Improvement Project	
2026	General	G.O. Bonds	360,000	Depot Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Depot Street with particular focus on the entrances to Low Avenue and Kennedy Lane.
			\$360,000	2026 Subtotal
2027	General	G.O. Bonds	200,000	Fayette Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Fayette Street (Main to State).
			\$200,000	2027 Subtotal
2028	General	G.O. Bonds	200,000	Theatre Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Theatre Street.
	General	G.O. Bonds	180,000	Hills Avenue. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Hills Avenue with particular focus on the entrances to public parking areas and the Storrs Street Parking Garage.
			\$380,000	2028 Subtotal
TOTAL			\$3,920,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #590-Downtown Civic District Sidewalk Replacement

I. PROJECT TYPE: Downtown

II. LOCATION: Various locations between City Hall and State House, bounded approximately by Center Street, Green Street, School Street, and North State Street.

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	☐ New	M	Safety	M	Facility Cond.	N/A	Productivity	
	☐ Replace	L	Mandates	M	Service Def.	L	Tax Base Exp.	L City Master Pl.
	☒ Rebuild	L	O + M Costs	L	Council Goals	L	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to reconstruct concrete sidewalks within the Downtown Civic District bounded approximately by Center Street, Green Street, School Street, and North State Street. Sidewalk improvements include reconstruction of existing concrete sidewalks with accessible ramps and the addition of way finding signage. Improvements and signage will be consistent with the streetscape improvements of the 2015/2016 Downtown Complete Streets Improvement Project (CIP 460).

SERVICE IMPACT: Improved use and appearance of downtown sidewalks will provide a safe and accessible walking surface and offers great potential for redevelopment of adjacent properties resulting in tax base expansion.

IMPACT IF NOT FUNDED: Continued deterioration of sidewalk conditions will occur. The opportunity for tax base expansion and the enhancement of downtown business activities would not be realized.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	750,000	0	0	0	0	0	0	0	750,000
	Total	0	0	750,000	0	0	0	0	0	0	0	750,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #590-Downtown Civic District Sidewalk Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	750,000	Design and construction of sidewalk replacement within the Downtown Civic District. The final design will incorporate the sidewalk and streetscape design details from the Main Street improvements including way finding signage.
		\$750,000	2021 Subtotal
TOTAL		\$750,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #594-New Central Fire Station

I. PROJECT TYPE: Public Buildings

II. LOCATION: To be determined

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	☐ M	Safety	☐ M	Facility Cond.	☐ M	Productivity	
SERVED:	☒ Replace	☐	Mandates	☐ L	Service Def.	☐ N/A	Tax Base Exp.	☐ City Master Pl.
	☐ Rebuild	☐ H	O + M Costs	☐	Council Goals	☐ M	Timeliness	Long-Range Planning
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Design and construction of new combined Central Fire Station.

Central Station was constructed in 1977 and is reaching the end of its useful life. The most recent apparatus purchase (Tower 1) was custom built with clearances of approximately 3 inches from the top of the truck to the door frame and approximately 6 inches at the rear of the truck to the wall and 6 inches at the front of the truck to the bay door. The current facility does not have sufficient area for expansion to accommodate additional vehicles, or larger apparatus, as might be needed in the future.

SERVICE
IMPACT:

IMPACT IF NOT FUNDED: Ability to properly store vehicles and equipment will be compromised as physical dimensions of size of apparatus continuously get larger in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	5,000,000	0	5,000,000
	Total	0	0	0	0	0	0	0	0	5,000,000	0	5,000,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #594-New Central Fire Station

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	5,000,000	Placeholder: Construct and furnish a new Central Fire Station pending outcome of needs assessment and location studies. New building and furnishings only.
		\$5,000,000	2027 Subtotal
TOTAL		\$5,000,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #595-Parking Meters

I. PROJECT TYPE: Parking

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☒ New ☐ N/A Safety ☐ H Facility Cond. ☐ H Productivity
☒ Replace ☐ N/A Mandates ☐ H Service Def. ☐ N/A Tax Base Exp. ☐ H City Master Pl.
☒ Rebuild ☐ H O + M Costs ☐ N/A Council Goals ☐ N/A Timeliness
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: Project replaces CIP 586. The purpose of this project is to provide funding for maintenance, repair, replacement, and expansion of the City's parking meter system. As of April 2017, the City had 85 Kiosk Units and 375 single space mechanical meters in service which supported approximately 1,223 metered spaces comprised of approximately 408 metered spaces in garages, 49 metered spaces in parking lots, and 766 on-street metered spaces.

SERVICE IMPACT: Routine repair and replacement of parking meters is critical in order to insure that the City maintains customer satisfaction and user friendliness for the parking system while, simultaneously, not losing opportunities to generate revenues for the Parking Fund. Periodic expansion of the meter network is also important to appropriately manage this important resource, as well as generate new revenues to help keep the system financially solvent in the long-term.

IMPACT IF NOT FUNDED: Equipment will become increasingly unreliable. Mechanical failures will result in lost revenues and increased customer frustrations.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Parking	Capital Transfer	5,000	6,000	7,000	14,500	8,000	8,000	9,000	9,000	10,000	10,000	86,500
Parking	G.O. Bonds	40,000	205,000	305,000	245,000	0	0	0	0	0	0	795,000
	Total	45,000	211,000	312,000	259,500	8,000	8,000	9,000	9,000	10,000	10,000	881,500

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #595-Parking Meters

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Parking G.O. Bonds	40,000	Phase I Meter Expansion per Strategic Plan. Purchase and install individual smart meters to serve 50 on-street parking spaces located on South Main Street, Dixon Ave, and Concord Street (between South Main & South State).
	Parking Capital Transfer	5,000	Meter maintenance.
		<u>\$45,000</u>	2019 Subtotal
2020	Parking G.O. Bonds	205,000	Phase 2 Meter Expansion. Purchase and install 258 +/- smart meters in accordance with Strategic Plan. Locations include: South State (Wall to Concord); Wall Street (South State to South); Chesley Street (Pleasant to Wall); South Street (Wall to Thompson); South Spring (Pleasant to Marshall); North State (Centre to Chapel, east side only), Montgomery Street (North State to Court), Court Street (North Main to North State), North Main (Pitman to Court Street).
	Parking Capital Transfer	6,000	Meter maintenance.
		<u>\$211,000</u>	2020 Subtotal
2021	Parking G.O. Bonds	305,000	Replace 375 single space mechanical meters with smart meters.
	Parking Capital Transfer	7,000	Meter maintenance.
		<u>\$312,000</u>	2021 Subtotal
2022	Parking G.O. Bonds	245,000	Upgrade 85 kiosk units put into service in 2010, as well as 2015-2016 during the Complete Streets Project, to new vendor selected for smart meters. Kiosk housings to remain the same; however internal components and face plates to be replaced.
	Parking Capital Transfer	7,500	Meter maintenance.
	Parking Capital Transfer	7,000	Reprogram meters for rate increase effective July 1, 2022 (FY2023) per Strategic Plan.
		<u>\$259,500</u>	2022 Subtotal
2023	Parking Capital Transfer	8,000	Meter maintenance.
		<u>\$8,000</u>	2023 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#595-Parking Meters	
2024	Parking Capital Transfer	8,000	Meter maintenance.
		\$8,000	2024 Subtotal
2025	Parking Capital Transfer	9,000	Meter maintenance.
		\$9,000	2025 Subtotal
2026	Parking Capital Transfer	9,000	Meter maintenance.
		\$9,000	2026 Subtotal
2027	Parking Capital Transfer	10,000	Meter maintenance
		\$10,000	2027 Subtotal
2028	Parking Capital Transfer	10,000	Meter maintenance
		\$10,000	2028 Subtotal
	TOTAL	\$881,500	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #596-Surface Lots

I. PROJECT TYPE: Parking

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New ☐ H Safety ☐ H Facility Cond. ☐ M Productivity
 SERVED: ☒ Replace ☐ N/A Mandates ☐ H Service Def. ☐ N/A Tax Base Exp. ☐ H City Master Pl.
☒ Rebuild ☐ N/A O + M Costs ☐ N/A Council Goals ☐ N/A Timeliness ☐ Parking
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to provide funding for the repair, replacement, or expansion of the City's 9 municipal parking lots.

SERVICE IMPACT: Appropriately maintained parking lots will minimize or reduce potential liabilities, encourage use by the public, and maintain revenues for the City's Parking Fund.

IMPACT IF NOT FUNDED: Parking lots will continue to deteriorate, thereby increasing annual operating and maintenance costs. Drainage infrastructure within parking lots will continue to deteriorate thereby causing potential liability to City.

IV. PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Close-out	41,792	0	0	0	0	0	0	0	0	0	41,792
Parking	G.O. Bonds	25,000	0	390,000	0	500,000	0	0	0	185,000	0	1,100,000
	Total	66,792	0	390,000	0	500,000	0	0	0	185,000	0	1,141,792

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #596-Surface Lots

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General Capital Close-out	41,792	Paving of the Prince Street Parking Lot reserved for Community Development Department Engineering Division Vehicles.
	Parking G.O. Bonds	25,000	Storrs Street Parking Lot: Installation of pigeon control netting beneath Loudon Road overpass.
		\$66,792	2019 Subtotal
2021	Parking G.O. Bonds	340,000	Reconstruction of the Police Department parking lot.
	Parking G.O. Bonds	50,000	Financial contribution towards reconstruction of the Canal Street Parking Lot. Balance of project included in CIP 567 Penacook Riverfront Park and funded by Penacook Village Tax Increment Finance District. Project subject to redevelopment of the former Allied Leather Tannery Property.
		\$390,000	2021 Subtotal
2023	Parking G.O. Bonds	350,000	Reconstruction of the City Hall / Auditorium parking lot.
	Parking G.O. Bonds	150,000	Reconstruction of the Library parking lot.
		\$500,000	2023 Subtotal
2027	Parking G.O. Bonds	100,000	Reconstruction of the McKee Square parking lot.
	Parking G.O. Bonds	85,000	Mill and pave Storrs Street Parking Lot (beneath Loudon Road overpass).
		\$185,000	2027 Subtotal
	TOTAL	\$1,141,792	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #597-Parking Beacons

I. PROJECT TYPE: Parking

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: ☒ New ☐ Replace ☐ Rebuild ☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

Safety Facility Cond. Productivity

Mandates Service Def. Tax Base Exp. City Master Pl.

O + M Costs Council Goals Timeliness

DESCRIPTION: This project provides funding for the installation, repair, and replacement of "no parking beacons" and related signage on City owned and maintained traffic signals at key intersections throughout the City.

SERVICE IMPACT: Installation of beacons, similar to those used in Manchester NH, will help to inform the public about parking bans, thereby improving communications and minimizing frustration for city residents.

IMPACT IF NOT FUNDED: Less informed citizenry resulting in frustration for the public, as well as less efficient snow removal operations as a result of vehicles left on streets.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

10

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Parking	Capital Transfer	0	0	0	0	0	10,000	10,000	10,000	10,000	10,000	50,000
Parking	G.O. Bonds	0	0	0	0	150,000	0	0	0	0	0	150,000
	Total	0	0	0	0	150,000	10,000	10,000	10,000	10,000	10,000	200,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #597-Parking Beacons

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Parking G.O. Bonds	150,000	Purchase and install no parking strobe beacons and related signage for 24 intersections.
		<u>\$150,000</u>	2023 Subtotal
2024	Parking Capital Transfer	10,000	Snow Beacon Maintenance
		<u>\$10,000</u>	2024 Subtotal
2025	Parking Capital Transfer	10,000	Snow Beacon Maintenance.
		<u>\$10,000</u>	2025 Subtotal
2026	Parking Capital Transfer	10,000	Snow Beacon Maintenance
		<u>\$10,000</u>	2026 Subtotal
2027	Parking Capital Transfer	10,000	Snow Beacon Maintenance
		<u>\$10,000</u>	2027 Subtotal
2028	Parking Capital Transfer	10,000	Snow Beacon Maintenance
		<u>\$10,000</u>	2028 Subtotal
	TOTAL	<u>\$200,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #598-TASER Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION:

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ M	Safety	☐ N/A	Facility Cond.	☐ N/A	Productivity	
SERVED:	☒ Replace	☐ N/A	Mandates	☐ H	Service Def.	☐ N/A	Tax Base Exp.	☐ N/A City Master Pl.
	☐ Rebuild	☐ H	O + M Costs	☐ N/A	Council Goals	☐ M	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: TASER unit replacement.

SERVICE IMPACT: In 2008, the Police Department acquired 24 Taser units. As of FY2018, these units will be at the end of their useful life. In addition, the Department desires to acquire additional units in the future so each patrolman will have a dedicated Taser assigned to them.

IMPACT IF NOT FUNDED: The Taser model currently in use by the Police Department is being phased out. Consequently, customer support and replacements parts will no longer be available. Unreliable Tasers could jeopardize the safety of officers and the general public.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	40,000	0	0	0	0	0	0	0	0	0	40,000
	Total	40,000	0	0	0	0	0	0	0	0	0	40,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	40,000	Phase 2 of 2. Purchase 20 additional TASER units.
		\$40,000	2019 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#598-TASER Replacement
	TOTAL	\$40,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #599-Zoning Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	N/A	Safety	N/A	Facility Cond.	N/A	Productivity	
SERVED:	☐ Replace	N/A	Mandates	H	Service Def.	L	Tax Base Exp.	M City Master Pl.
	☐ Rebuild	N/A	O + M Costs	M	Council Goals	M	Timeliness	Economic Development
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The current trend in Planning is to shift the regulatory focus away from land use based zoning to form-based zoning, the intent of which is to enhance the appearance and character of the community rather than tightly control land uses. The purpose of this project is to utilize these methods to update Concord's Zoning Ordinance to a Form Based Code template, create new Form Based Code Districts, particularly for downtown Concord and Penacook Village, and minimize the need for zoning variances in both commercial and residential districts. The project will include community outreach, as well as planning for future form based districts.

SERVICE IMPACT: The revision of the ordinance is intended to improve the development review and approval process, encourage redevelopment, and minimize the need for variances for both residential and nonresidential property owners. It should also simplify and enhance the ordinance by making it a more engaging and user friendly document.

IMPACT IF NOT FUNDED: Implementing solutions to improve the development process and potentially spur redevelopment will be delayed. In addition, an incremental piecemeal approach for updating the ordinances and regulations, which would likely prove to be more expensive in the long-term, would need to be pursued.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20 Expected Bond Term (in Years) 1

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Transfer	0	0	0	0	60,000	0	0	0	0	0	60,000
General	G.O. Bonds	100,000	0	0	0	0	0	0	0	0	0	100,000
	Total	100,000	0	0	0	60,000	0	0	0	0	0	160,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #599-Zoning Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	100,000	Phase 2 of 2. Zoning Ordinance update (creation of a Form Based Code). Focus on commercial corridors, OCP and GWP Districts where vision planning and community engagement is needed
		\$100,000	2019 Subtotal
2023	General Capital Transfer	60,000	Potential expansion of Form Based Code Zoning Regulations pending the outcome of Form Based Code amendments undertake during FY2018/2019.
		\$60,000	2023 Subtotal
	TOTAL	\$160,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #600-Impact Fee Ordinance Update

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>N/A</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☐ Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>M</u>	Council Goals	<u>L</u>	Timeliness	Public Facilities
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: These funds are intended to update the methodology used in the Impact Fee Ordinance. The current Impact Fee Ordinance was adopted in 2001 and is based on outdated figures, including Census data and industry standards. The methodology used in the current ordinance has not been updated for over 15 years. The impact fee unit rates have been increased periodically over the years for inflation. Over the 15 year period, the possibility for significant drift of the appropriate target unit rates is high. This leaves the City open to liability by not being able to demonstrate a "rational nexus" for the unit rate, as has been stipulated by the New Hampshire Supreme Court.

SERVICE IMPACT: The update will ensure that the City's impact fee unit rates are appropriate and in line with adjacent communities.

IMPACT IF NOT FUNDED: The impact fee unit rates will continue to shift away from defensible figures, eroding confidence in the method and leaving the City open to liability.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Transfer	0	0	0	0	0	0	0	0	0	20,000	20,000
	Total	0	0	0	0	0	0	0	0	0	20,000	20,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #600-Impact Fee Ordinance Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General Capital Transfer	20,000	Impact Fee Ordinance update.
		\$20,000	2028 Subtotal
	TOTAL	\$20,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #601-Design Guidelines Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>N/A</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☐ Replace	<u>N/A</u>	Mandates	<u>N/A</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>M</u>	Council Goals	<u>N/A</u>	Timeliness	Other
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: Architectural Design Review is required by the Planning Board as part of major site plan applications. The City's current Architectural Design Guidelines were adopted in 1990 and are very outdated. The Architectural Design Review Committee and Planning Board currently have no definitive guide for reviewing applications, other than subjective determinations of neighborhood or corridor compatibility. The updated guidelines should provide more objective criteria for granting approvals.

SERVICE IMPACT: Updated Design Review Guidelines will provide better direction for applicants with regard to layout, design, and architectural features, for proposed developments thereby improving consistency and predictability for applicants with regard to the City's development permitting processes.

IMPACT IF NOT FUNDED: The design review and approval process will continue to be characterized by more subjective and potentially inconsistent determinations.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Transfer	0	30,000	0	0	0	0	0	0	0	0	30,000
	Total	0	30,000	0	0	0	0	0	0	0	0	30,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #601-Design Guidelines Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General Capital Transfer	30,000	Architectural Design Review Guidelines Update. This process may potentially be folded in with the Form Based Code Zoning update to increase efficiency in project management.
		\$30,000	2020 Subtotal
TOTAL		\$30,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #602-Iron Works Road Bridge Replacement Project

I. PROJECT TYPE: Bridges

II. LOCATION: Iron Works Road over Turkey River

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	☐ Safety	☐ Facility Cond.	☐ Productivity	
SERVED:	☒ Replace	☐ Mandates	☐ Service Def.	☐ Tax Base Exp.	City Master Pl.
	☐ Rebuild	☐ O + M Costs	☐ Council Goals	☐ Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to replace the existing bridge on Iron Works Road over the Turkey River. The present deck, superstructure, and substructure are in poor condition due to a number of structurally deficient components. This bridge is municipally owned and is eligible for State Municipal Bridge Aid Program funds (80% State, 20% Local).

SERVICE IMPACT: Continue use for public travel. Replacement bridge to meet all current standards.

IMPACT IF NOT FUNDED: If the bridge is not repaired / replaced, it could become subject to load restrictions or closure.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2017

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Other	State	0	0	0	0	0	0	0	1,600,000	0	0	1,600,000
General	G.O. Bonds	0	0	0	0	0	0	0	400,000	0	0	400,000
	Total	0	0	0	0	0	0	0	2,000,000	0	0	2,000,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #602-Iron Works Road Bridge Replacement Project

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other State	1,600,000	Design and construction of new bridge. State share (80%) of total project cost.
	General G.O. Bonds	400,000	City share (20%) of total project cost.
		\$2,000,000	2026 Subtotal
	TOTAL		
		\$2,000,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #603-Washington Street Bridge Replacement Project

I. PROJECT TYPE: Bridges

II. LOCATION: Washington Street (P) over the Canal Inlet

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	H	Facility Cond.	N/A	Productivity	
SERVED:	☒ Replace	H	Mandates	H	Service Def.	N/A	Tax Base Exp.	L City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	H	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to replace the existing bridge on Washington Street in Penacook Village over the Canal Inlet at the Contoocook River. The present deck, superstructure, and substructure are in poor condition due to a number of structurally deficient components. This bridge is municipally owned and is eligible for State Municipal Bridge Aid Program funds (80% State, 20% Local).

SERVICE IMPACT: Continue use for public travel. Replacement bridge to meet all current standards.

IMPACT IF NOT FUNDED: If the bridge is not repaired / replaced, it could become subject to load restrictions or closure.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2017

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	400,000	0	400,000
Other	State	0	0	0	0	0	0	0	0	1,600,000	0	1,600,000
	Total	0	0	0	0	0	0	0	0	2,000,000	0	2,000,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #603-Washington Street Bridge Replacement Project

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Other State	1,600,000	Design and construction of new bridge. State share (80%) of total project cost.
	General G.O. Bonds	400,000	City share (20%) of total project cost.
		\$2,000,000	2027 Subtotal
	TOTAL		
		\$2,000,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #607-Video System Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>M</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☒ Replace	<u>N/A</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>H</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	Long-Range Planning
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to replace and improve antiquated video surveillance equipment utilized by the Police Department. The Department's current video equipment is used to monitor various areas within Police Headquarters, as well as the exterior of the building and surrounding City Complex buildings. This video serves both officer safety and public safety concerns, as well as serving a role in potential evidence collection. The current video system does not have recording capabilities and utilizes outdated technology which has become obsolete, difficult to service, and does not meet the needs of the Department.

SERVICE IMPACT: The Department seeks to implement a state of the art CCTV System utilizing IP surveillance cameras and NVR video encoder. This system will also tie into the Department's card access control system. Also included will be the necessary data storage capacity for such a system.

In addition to video monitoring capabilities, this system will allow for the recording of the Department's interview rooms and update the monitoring capabilities of high security areas within the Department to include evidence storage as well as firearms storage. The Department's capabilities in these areas is critically deficient and in need of expedited improvement.

IMPACT IF NOT FUNDED: Unreliable and failing surveillance infrastructure negatively impacts public safety.

IV. PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	110,000	0	0	0	0	0	0	0	0	0	110,000
	Total	110,000	0	0	0	0	0	0	0	0	0	110,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #607-Video System Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	110,000	Replacement of Video System
		\$110,000	2019 Subtotal
	TOTAL	\$110,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #609-Main Street Sign Panels

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: Main Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>N/A</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☐ Replace	<u>N/A</u>	Mandates	<u>N/A</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>M</u>	Council Goals	<u>N/A</u>	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The information sign panels included as part of the Main Street project were originally proposed to be rotated out every several years with new panels to keep the information fresh, active, and engaging for the public. One complete set of panels has been created and installed. These funds would be used to create a second set of panels. The funds include the cost of generating content, graphic design of the panel, and fabrication.

SERVICE IMPACT: Changing the panels out every few years will enhance the public's engagement with the signs and increase the effectiveness of the signs as educational and tourist amenities. It allows greater coverage of topics central to the history of the City, and greater sharing of historic images. There may be opportunities for sponsorship of panels or topics in the future.

IMPACT IF NOT FUNDED: The signs will remain static in perpetuity until the City chooses to update them, potentially losing interest for the public if a long period elapses with no change.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 12 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Other	Federal	0	0	0	18,000	18,000	0	0	0	0	0	36,000
	Total	0	0	0	18,000	18,000	0	0	0	0	0	36,000

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #609-Main Street Sign Panels

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Other Federal	18,000	Funds for design and fabrication of 3 sign panels, including a small panel that has duplicate information on S. Main, and 2 larger panels for updated material on N. Main
		\$18,000	2022 Subtotal
2023	Other Federal	18,000	Funds for design and fabrication of 3 sign panels, including a small panel on S. Main, and 2 larger panels on N. Main
		\$18,000	2023 Subtotal
	TOTAL	\$36,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #610-Police Radio and Phone Line Recorder System

I. PROJECT TYPE: Public Safety

II. LOCATION: Police

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New Safety Facility Cond. Productivity
 SERVED: ☒ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☐ Rebuild O + M Costs Council Goals Timeliness
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to replace the police radio and telephone line recording system. The current system is dated and in need of replacement/update. Maintenance and support of the current system has become problematic and these issues will only increase over time.

During FY18 the Department updated its radio system utilizing current technology. The current radio recording system has limited compatibility with the new radio system. In order to most effectively and efficiently maintain police radio and phone line recordings a new system is needed.

SERVICE IMPACT: Without update of the recording capabilities the Department faces issues in terms of officer safety, investigations, as well as right to know requests. All of these areas rely at times on access to police radio and phone line recordings.

IMPACT IF NOT FUNDED: The ability of the Department to maintain and access recordings could be compromised by utilizing current equipment. This could potentially affect officer safety, investigations, and right to know requests.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

5

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	50,000	0	0	0	0	0	0	0	0	50,000
	Total	0	50,000	0	0	0	0	0	0	0	0	50,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #610-Police Radio and Phone Line Recorder System

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	50,000	Replacement of Police Radio and Telephone Recording System
		\$50,000	2020 Subtotal
	TOTAL	\$50,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #611-Eastman Street Retaining Wall

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: 8 Eastman Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	☐ Safety	☐ Facility Cond.	☐ Productivity	
SERVED:	☒ Replace	☐ Mandates	☐ Service Def.	☐ Tax Base Exp.	☐ City Master Pl.
	☐ Rebuild	☐ O + M Costs	☐ Council Goals	☐ Timeliness	Corridor Improvements
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: Replace an existing retaining wall that has deteriorated beyond the point of repair. Wall is located along Eastman Street in front of Lots 81-1-2 and 81-1-10.

SERVICE IMPACT: The retaining wall is located behind and supports a major utility junction pole.

IMPACT IF NOT FUNDED: Failure of wall would result in collapse of the adjacent utility pole, utility service outages, damage to public infrastructure and private property; and could result in personal injury.

IV. PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	190,000	190,000
	Total	0	0	0	0	0	0	0	0	0	190,000	190,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	190,000	Replace existing deteriorating retaining wall
		\$190,000	2028 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#611-Eastman Street Retaining Wall
	TOTAL	\$190,000

I. PROJECT TYPE: Information Technology & Communications

III. PROJECT OBJECTIVES AND BACKGROUND

DESCRIPTION: The purpose of this project is to replace the City's assessing software and convert existing databases so they will be compatible with the new software system.

The software is used to compile and manage all information required to properly assess the 14,700 +/- parcels located in Concord which are collectively valued at \$5.65 billion.

IMPACT IF NOT FUNDED: The City will be incapable of managing assessments, respond to applications for property abatements, as well as issue property tax bills.

PREVIOUS AMOUNT:

VI. PROJECT FUND SUMMARY

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: ASSESSING #612-Assessing Software Upgrade and Data Conversion

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	General G.O. Bonds	40,000	Acquisition of new software and associated database conversions.
		\$40,000	2019 Subtotal
	TOTAL	\$40,000	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: INFORMATION TECHNOLOGY #615-Fiber Review and Replacement

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City of Concord

III. PROJECT OBJECTIVES AND BACKGROUND

NEED ☐ New ☐ M Safety ☐ Facility Cond. ☐ Productivity
SERVED: ☒ Replace ☐ L Mandates ☐ L Service Def. ☐ Tax Base Exp. ☐ City Master Pl.
☐ Rebuild ☐ O + M Costs ☐ Council Goals ☐ L Timeliness Long-Range Planning
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The City relies on Fiber Infrastructure communications for Police, Fire and EMS dispatch and control, as well as across all city functions. The components of the system are varied in age, condition and functionality. A Fiber Infrastructure system, one capable of both voice and data transmissions will be needed to be compatible with current technology.

SERVICE IMPACT: Periodic replacement of the Fiber infrastructure system will ensure a reliable form of communications for emergency services, normal daily operations, customer service, and alarm systems.

IMPACT IF NOT FUNDED: Increased frequency and duration of equipment failure resulting in risk to public safety and inability to perform normal daily business.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2001

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
General	Capital Transfer	0	0	0	0	0	0	0	25,000	500,000	0	525,000
	Total	0	0	0	0	0	0	0	25,000	500,000	0	525,000

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: INFORMATION TECHNOLOGY #615-Fiber Review and Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General Capital Transfer	25,000	Review of Existing infrastructure for degradation and estimate lifespan of current hardware.
		<u>\$25,000</u>	2026 Subtotal
2027	General Capital Transfer	500,000	Replacement of Fiber infrastructure
		<u>\$500,000</u>	2027 Subtotal
	TOTAL	<u>\$525,000</u>	

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #616-Parking Division Technology

I. PROJECT TYPE: Parking

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ L	Safety	☐ N/A	Facility Cond.	☐ H	Productivity	
SERVED:	☒ Replace	☐ L	Mandates	☐ H	Service Def.	☐ N/A	Tax Base Exp.	☐ H City Master Pl.
	☐ Rebuild	☐ L	O + M Costs	☐ H	Council Goals	☐ M	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to implement a variety of technology improvements for the City's Parking Division.

SERVICE IMPACT: New technology will help the city better communicate with its patrons, enable web based payments for citations, leases, and permits, as well as allow the Parking Division to operate more efficiently.

IMPACT IF NOT FUNDED: Customer service levels will remain unchanged and opportunities for increased operational efficiency will remain untapped.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

5

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten Years
Parking	Capital Transfer	25,000	0	0	0	58,000	30,000	0	0	0	0	113,000
	Total	25,000	0	0	0	58,000	30,000	0	0	0	0	113,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2019	Parking Capital Transfer	25,000	Implementation of a dedicated website for the Parking Division. Website shall serve as a one-stop parking information clearing house for the public, serve as a gateway for online payment of parking tickets, and also allow serve as the platform for on-line renewal of permits and parking leases. Dedicated website is a recommendation of the 2017 Parking Strategic Plan.

CITY OF CONCORD, NEW HAMPSHIRE

**2019-2028
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#616-Parking Division Technology	
		\$25,000	2019 Subtotal
2023	Parking Capital Transfer	58,000	Replacement of portable radios for Parking Division. Pending replacement of all units for the Police Department.
		\$58,000	2023 Subtotal
2024	Parking Capital Transfer	30,000	5 Year Update for Parking Website
		\$30,000	2024 Subtotal
	TOTAL	\$113,000	

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$10.53	\$10.79	\$11.07	\$11.33	\$11.62	\$11.90	\$12.19	\$12.54	\$12.84	\$13.14	\$13.48	\$13.80	\$14.14	\$14.50	\$14.89	\$15.26
	\$421.20	\$431.60	\$442.80	\$453.20	\$464.80	\$476.00	\$487.60	\$501.60	\$513.60	\$525.60	\$539.20	\$552.00	\$565.60	\$580.00	\$595.60	\$610.40
	\$21,902.40	\$22,443.20	\$23,025.60	\$23,566.40	\$24,169.60	\$24,752.00	\$25,355.20	\$26,083.20	\$26,707.20	\$27,331.20	\$28,038.40	\$28,704.00	\$29,411.20	\$30,160.00	\$30,971.20	\$31,740.80
2	\$11.07	\$11.33	\$11.62	\$11.90	\$12.19	\$12.54	\$12.84	\$13.14	\$13.48	\$13.80	\$14.14	\$14.50	\$14.89	\$15.26	\$15.63	\$16.00
	\$442.80	\$453.20	\$464.80	\$476.00	\$487.60	\$501.60	\$513.60	\$525.60	\$539.20	\$552.00	\$565.60	\$580.00	\$595.60	\$610.40	\$625.20	\$640.00
	\$23,025.60	\$23,566.40	\$24,169.60	\$24,752.00	\$25,355.20	\$26,083.20	\$26,707.20	\$27,331.20	\$28,038.40	\$28,704.00	\$29,411.20	\$30,160.00	\$30,971.20	\$31,740.80	\$32,510.40	\$33,280.00
3	\$11.62	\$11.90	\$12.19	\$12.54	\$12.84	\$13.14	\$13.48	\$13.80	\$14.14	\$14.50	\$14.89	\$15.26	\$15.63	\$16.00	\$16.40	\$16.80
	\$464.80	\$476.00	\$487.60	\$501.60	\$513.60	\$525.60	\$539.20	\$552.00	\$565.60	\$580.00	\$595.60	\$610.40	\$625.20	\$640.00	\$656.00	\$672.00
	\$24,169.60	\$24,752.00	\$25,355.20	\$26,083.20	\$26,707.20	\$27,331.20	\$28,038.40	\$28,704.00	\$29,411.20	\$30,160.00	\$30,971.20	\$31,740.80	\$32,510.40	\$33,280.00	\$34,112.00	\$34,944.00
4	\$12.19	\$12.54	\$12.84	\$13.14	\$13.48	\$13.80	\$14.14	\$14.50	\$14.89	\$15.26	\$15.63	\$16.00	\$16.40	\$16.80	\$17.25	\$17.67
	\$487.60	\$501.60	\$513.60	\$525.60	\$539.20	\$552.00	\$565.60	\$580.00	\$595.60	\$610.40	\$625.20	\$640.00	\$656.00	\$672.00	\$690.00	\$706.80
	\$25,355.20	\$26,083.20	\$26,707.20	\$27,331.20	\$28,038.40	\$28,704.00	\$29,411.20	\$30,160.00	\$30,971.20	\$31,740.80	\$32,510.40	\$33,280.00	\$34,112.00	\$34,944.00	\$35,880.00	\$36,753.60
5	\$12.84	\$13.14	\$13.48	\$13.80	\$14.14	\$14.50	\$14.89	\$15.26	\$15.63	\$16.00	\$16.40	\$16.80	\$17.25	\$17.67	\$18.12	\$18.55
	\$513.60	\$525.60	\$539.20	\$552.00	\$565.60	\$580.00	\$595.60	\$610.40	\$625.20	\$640.00	\$656.00	\$672.00	\$690.00	\$706.80	\$724.80	\$742.00
	\$26,707.20	\$27,331.20	\$28,038.40	\$28,704.00	\$29,411.20	\$30,160.00	\$30,971.20	\$31,740.80	\$32,510.40	\$33,280.00	\$34,112.00	\$34,944.00	\$35,880.00	\$36,753.60	\$37,689.60	\$38,584.00
6	\$13.48	\$13.80	\$14.14	\$14.50	\$14.89	\$15.26	\$15.63	\$16.00	\$16.40	\$16.80	\$17.25	\$17.67	\$18.12	\$18.55	\$19.02	\$19.52
	\$539.20	\$552.00	\$565.60	\$580.00	\$595.60	\$610.40	\$625.20	\$640.00	\$656.00	\$672.00	\$690.00	\$706.80	\$724.80	\$742.00	\$760.80	\$780.80
	\$28,038.40	\$28,704.00	\$29,411.20	\$30,160.00	\$30,971.20	\$31,740.80	\$32,510.40	\$33,280.00	\$34,112.00	\$34,944.00	\$35,880.00	\$36,753.60	\$37,689.60	\$38,584.00	\$39,561.60	\$40,601.60
7	\$14.14	\$14.50	\$14.89	\$15.26	\$15.63	\$16.00	\$16.40	\$16.80	\$17.25	\$17.67	\$18.12	\$18.55	\$19.02	\$19.52	\$20.00	\$20.51
	\$565.60	\$580.00	\$595.60	\$610.40	\$625.20	\$640.00	\$656.00	\$672.00	\$690.00	\$706.80	\$724.80	\$742.00	\$760.80	\$780.80	\$800.00	\$820.40
	\$29,411.20	\$30,160.00	\$30,971.20	\$31,740.80	\$32,510.40	\$33,280.00	\$34,112.00	\$34,944.00	\$35,880.00	\$36,753.60	\$37,689.60	\$38,584.00	\$39,561.60	\$40,601.60	\$41,600.00	\$42,660.80
8	\$14.89	\$15.26	\$15.63	\$16.00	\$16.40	\$16.80	\$17.25	\$17.67	\$18.12	\$18.55	\$19.02	\$19.52	\$20.00	\$20.51	\$21.01	\$21.52
	\$595.60	\$610.40	\$625.20	\$640.00	\$656.00	\$672.00	\$690.00	\$706.80	\$724.80	\$742.00	\$760.80	\$780.80	\$800.00	\$820.40	\$840.40	\$860.80
	\$30,971.20	\$31,740.80	\$32,510.40	\$33,280.00	\$34,112.00	\$34,944.00	\$35,880.00	\$36,753.60	\$37,689.60	\$38,584.00	\$39,561.60	\$40,601.60	\$41,600.00	\$42,660.80	\$43,700.80	\$44,761.60
9	\$15.63	\$16.00	\$16.40	\$16.80	\$17.25	\$17.67	\$18.12	\$18.55	\$19.02	\$19.52	\$20.00	\$20.51	\$21.01	\$21.52	\$22.09	\$22.62
	\$625.20	\$640.00	\$656.00	\$672.00	\$690.00	\$706.80	\$724.80	\$742.00	\$760.80	\$780.80	\$800.00	\$820.40	\$840.40	\$860.80	\$883.60	\$904.80
	\$32,510.40	\$33,280.00	\$34,112.00	\$34,944.00	\$35,880.00	\$36,753.60	\$37,689.60	\$38,584.00	\$39,561.60	\$40,601.60	\$41,600.00	\$42,660.80	\$43,700.80	\$44,761.60	\$45,947.20	\$47,049.60
10	\$16.40	\$16.80	\$17.25	\$17.67	\$18.12	\$18.55	\$19.02	\$19.52	\$20.00	\$20.51	\$21.01	\$21.52	\$22.09	\$22.62	\$23.18	\$23.76
	\$656.00	\$672.00	\$690.00	\$706.80	\$724.80	\$742.00	\$760.80	\$780.80	\$800.00	\$820.40	\$840.40	\$860.80	\$883.60	\$904.80	\$927.20	\$950.40
	\$34,112.00	\$34,944.00	\$35,880.00	\$36,753.60	\$37,689.60	\$38,584.00	\$39,561.60	\$40,601.60	\$41,600.00	\$42,660.80	\$43,700.80	\$44,761.60	\$45,947.20	\$47,049.60	\$48,214.40	\$49,420.80
11	\$17.25	\$17.67	\$18.12	\$18.55	\$19.02	\$19.52	\$20.00	\$20.51	\$21.01	\$21.52	\$22.09	\$22.62	\$23.18	\$23.76	\$24.36	\$24.97
	\$690.00	\$706.80	\$724.80	\$742.00	\$760.80	\$780.80	\$800.00	\$820.40	\$840.40	\$860.80	\$883.60	\$904.80	\$927.20	\$950.40	\$974.40	\$998.80
	\$35,880.00	\$36,753.60	\$37,689.60	\$38,584.00	\$39,561.60	\$40,601.60	\$41,600.00	\$42,660.80	\$43,700.80	\$44,761.60	\$45,947.20	\$47,049.60	\$48,214.40	\$49,420.80	\$50,668.80	\$51,937.60
12	\$18.12	\$18.55	\$19.02	\$19.52	\$20.00	\$20.51	\$21.01	\$21.52	\$22.09	\$22.62	\$23.18	\$23.76	\$24.36	\$24.97	\$25.59	\$26.24
	\$724.80	\$742.00	\$760.80	\$780.80	\$800.00	\$820.40	\$840.40	\$860.80	\$883.60	\$904.80	\$927.20	\$950.40	\$974.40	\$998.80	\$1,023.60	\$1,049.60
	\$37,689.60	\$38,584.00	\$39,561.60	\$40,601.60	\$41,600.00	\$42,660.80	\$43,700.80	\$44,761.60	\$45,947.20	\$47,049.60	\$48,214.40	\$49,420.80	\$50,668.80	\$51,937.60	\$53,227.20	\$54,579.20
13	\$19.02	\$19.52	\$20.00	\$20.51	\$21.01	\$21.52	\$22.09	\$22.62	\$23.18	\$23.76	\$24.36	\$24.97	\$25.59	\$26.24	\$26.90	\$27.57
	\$760.80	\$780.80	\$800.00	\$820.40	\$840.40	\$860.80	\$883.60	\$904.80	\$927.20	\$950.40	\$974.40	\$998.80	\$1,023.60	\$1,049.60	\$1,076.00	\$1,102.80
	\$39,561.60	\$40,601.60	\$41,600.00	\$42,660.80	\$43,700.80	\$44,761.60	\$45,947.20	\$47,049.60	\$48,214.40	\$49,420.80	\$50,668.80	\$51,937.60	\$53,227.20	\$54,579.20	\$55,952.00	\$57,345.60

14	\$20.00	\$20.51	\$21.01	\$21.52	\$22.09	\$22.62	\$23.18	\$23.76	\$24.36	\$24.97	\$25.59	\$26.24	\$26.90	\$27.57	\$28.25	\$28.97
	\$800.00	\$820.40	\$840.40	\$860.80	\$883.60	\$904.80	\$927.20	\$950.40	\$974.40	\$998.80	\$1,023.60	\$1,049.60	\$1,076.00	\$1,102.80	\$1,130.00	\$1,158.80
	\$41,600.00	\$42,660.80	\$43,700.80	\$44,761.60	\$45,947.20	\$47,049.60	\$48,214.40	\$49,420.80	\$50,668.80	\$51,937.60	\$53,227.20	\$54,579.20	\$55,952.00	\$57,345.60	\$58,760.00	\$60,257.60
15	\$21.01	\$21.52	\$22.09	\$22.62	\$23.18	\$23.76	\$24.36	\$24.97	\$25.59	\$26.24	\$26.90	\$27.57	\$28.25	\$28.97	\$29.68	\$30.41
	\$840.40	\$860.80	\$883.60	\$904.80	\$927.20	\$950.40	\$974.40	\$998.80	\$1,023.60	\$1,049.60	\$1,076.00	\$1,102.80	\$1,130.00	\$1,158.80	\$1,187.20	\$1,216.40
	\$43,700.80	\$44,761.60	\$45,947.20	\$47,049.60	\$48,214.40	\$49,420.80	\$50,668.80	\$51,937.60	\$53,227.20	\$54,579.20	\$55,952.00	\$57,345.60	\$58,760.00	\$60,257.60	\$61,734.40	\$63,252.80
16	\$22.09	\$22.62	\$23.18	\$23.76	\$24.36	\$24.97	\$25.59	\$26.24	\$26.90	\$27.57	\$28.25	\$28.97	\$29.68	\$30.41	\$31.20	\$31.97
	\$883.60	\$904.80	\$927.20	\$950.40	\$974.40	\$998.80	\$1,023.60	\$1,049.60	\$1,076.00	\$1,102.80	\$1,130.00	\$1,158.80	\$1,187.20	\$1,216.40	\$1,248.00	\$1,278.80
	\$45,947.20	\$47,049.60	\$48,214.40	\$49,420.80	\$50,668.80	\$51,937.60	\$53,227.20	\$54,579.20	\$55,952.00	\$57,345.60	\$58,760.00	\$60,257.60	\$61,734.40	\$63,252.80	\$64,896.00	\$66,497.60

CFOA Wage Schedule
Effective 7/1/2017
2.5% COLA

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
18	\$24.34	\$24.95	\$25.58	\$26.21	\$26.89	\$27.56	\$28.24	\$28.94	\$29.66	\$30.41	\$31.16	\$31.94	\$32.75	\$33.56	\$34.42	\$35.26
40 Hr.	\$973.60	\$998.00	\$1,023.20	\$1,048.40	\$1,075.60	\$1,102.40	\$1,129.60	\$1,157.60	\$1,186.40	\$1,216.40	\$1,246.40	\$1,277.60	\$1,310.00	\$1,342.40	\$1,376.80	\$1,410.40
ALSO	\$50,627.20	\$51,896.00	\$53,206.40	\$54,516.80	\$55,931.20	\$57,324.80	\$58,739.20	\$60,195.20	\$61,692.80	\$63,252.80	\$64,812.80	\$66,435.20	\$68,120.00	\$69,804.80	\$71,593.60	\$73,340.80
19	\$25.58	\$26.21	\$26.89	\$27.56	\$28.24	\$28.94	\$29.66	\$30.41	\$31.16	\$31.94	\$32.75	\$33.56	\$34.42	\$35.26	\$36.15	\$37.03
40 Hr.	\$1,023.20	\$1,048.40	\$1,075.60	\$1,102.40	\$1,129.60	\$1,157.60	\$1,186.40	\$1,216.40	\$1,246.40	\$1,277.60	\$1,310.00	\$1,342.40	\$1,376.80	\$1,410.40	\$1,446.00	\$1,481.20
FATS	\$53,206.40	\$54,516.80	\$55,931.20	\$57,324.80	\$58,739.20	\$60,195.20	\$61,692.80	\$63,252.80	\$64,812.80	\$66,435.20	\$68,120.00	\$69,804.80	\$71,593.60	\$73,340.80	\$75,192.00	\$77,022.40
20	\$26.89	\$27.56	\$28.24	\$28.94	\$29.66	\$30.41	\$31.16	\$31.94	\$32.75	\$33.56	\$34.42	\$35.26	\$36.15	\$37.03	\$37.97	\$38.93
40 Hr.	\$1,075.60	\$1,102.40	\$1,129.60	\$1,157.60	\$1,186.40	\$1,216.40	\$1,246.40	\$1,277.60	\$1,310.00	\$1,342.40	\$1,376.80	\$1,410.40	\$1,446.00	\$1,481.20	\$1,518.80	\$1,557.20
LSO/Com Sup	\$55,931.20	\$57,324.80	\$58,739.20	\$60,195.20	\$61,692.80	\$63,252.80	\$64,812.80	\$66,435.20	\$68,120.00	\$69,804.80	\$71,593.60	\$73,340.80	\$75,192.00	\$77,022.40	\$78,977.60	\$80,974.40
18	\$24.34	\$24.95	\$25.58	\$26.21	\$26.89	\$27.56	\$28.24	\$28.94	\$29.66	\$30.41	\$31.16	\$31.94	\$32.75	\$33.56	\$34.42	\$35.26
42 Hr.	\$1,022.28	\$1,047.90	\$1,074.36	\$1,100.82	\$1,129.38	\$1,157.52	\$1,186.08	\$1,215.48	\$1,245.72	\$1,277.22	\$1,308.72	\$1,341.48	\$1,375.50	\$1,409.52	\$1,445.64	\$1,480.92
LT.	\$53,158.56	\$54,490.80	\$55,866.72	\$57,242.64	\$58,727.76	\$60,191.04	\$61,676.16	\$63,204.96	\$64,777.44	\$66,415.44	\$68,053.44	\$69,756.96	\$71,526.00	\$73,295.04	\$75,173.28	\$77,007.84
19	\$25.58	\$26.21	\$26.89	\$27.56	\$28.24	\$28.94	\$29.66	\$30.41	\$31.16	\$31.94	\$32.75	\$33.56	\$34.42	\$35.26	\$36.15	\$37.03
42 Hr.	\$1,074.36	\$1,100.82	\$1,129.38	\$1,157.52	\$1,186.08	\$1,215.48	\$1,245.72	\$1,277.22	\$1,308.72	\$1,341.48	\$1,375.50	\$1,409.52	\$1,445.64	\$1,480.92	\$1,518.30	\$1,555.26
P/Lt.	\$55,866.72	\$57,242.64	\$58,727.76	\$60,191.04	\$61,676.16	\$63,204.96	\$64,777.44	\$66,415.44	\$68,053.44	\$69,756.96	\$71,526.00	\$73,295.04	\$75,173.28	\$77,007.84	\$78,951.60	\$80,873.52
20	\$26.89	\$27.56	\$28.24	\$28.94	\$29.66	\$30.41	\$31.16	\$31.94	\$32.75	\$33.56	\$34.42	\$35.26	\$36.15	\$37.03	\$37.97	\$38.93
42 Hr.	\$1,129.38	\$1,157.52	\$1,186.08	\$1,215.48	\$1,245.72	\$1,277.22	\$1,308.72	\$1,341.48	\$1,375.50	\$1,409.52	\$1,445.64	\$1,480.92	\$1,518.30	\$1,555.26	\$1,594.74	\$1,635.06
Captain	\$58,727.76	\$60,191.04	\$61,676.16	\$63,204.96	\$64,777.44	\$66,415.44	\$68,053.44	\$69,756.96	\$71,526.00	\$73,295.04	\$75,173.28	\$77,007.84	\$78,951.60	\$80,873.52	\$82,926.48	\$85,023.12
21	\$29.66	\$30.41	\$31.16	\$31.94	\$32.75	\$33.56	\$34.42	\$35.26	\$36.15	\$37.03	\$37.97	\$38.93	\$39.91	\$40.89	\$41.92	\$42.96
42 Hr.	\$1,245.72	\$1,277.22	\$1,308.72	\$1,341.48	\$1,375.50	\$1,409.52	\$1,445.64	\$1,480.92	\$1,518.30	\$1,555.26	\$1,594.74	\$1,635.06	\$1,676.22	\$1,717.38	\$1,760.64	\$1,804.32
B/C	\$64,777.44	\$66,415.44	\$68,053.44	\$69,756.96	\$71,526.00	\$73,295.04	\$75,173.28	\$77,007.84	\$78,951.60	\$80,873.52	\$82,926.48	\$85,023.12	\$87,163.44	\$89,303.76	\$91,553.28	\$93,824.64

2.50%									
Effective 1/7/2018	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 3.5% MPO	MAX+3.5% MPO + 3% 20 YR
Hourly	\$ 23.95	\$ 25.39	\$ 26.92	\$ 28.54	\$ 30.26	\$ 32.05	\$ 32.05	\$ 33.17	\$ 34.17
Weekly	\$ 958.00	\$ 1,015.60	\$ 1,076.80	\$ 1,141.60	\$ 1,210.40	\$ 1,282.00	\$ 1,282.00	\$ 1,326.80	\$ 1,366.80
Yearly	\$49,816.00	\$52,811.20	\$55,993.60	\$59,363.20	\$62,940.80	\$66,664.00	\$66,664.00	\$68,993.60	\$71,073.60
Merit 3%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,999.92	\$ 2,069.81	\$ 2,132.21
Total Yearly	\$49,816.00	\$52,811.20	\$55,993.60	\$59,363.20	\$62,940.80	\$66,664.00	\$68,663.92	\$71,063.41	\$73,205.81
DEU 7%									
Effective 1/7/2018	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 3.5% MPO	MAX+3.5% MPO + 3% 20 YR
Hourly	\$ 25.63	\$ 27.17	\$ 28.80	\$ 30.54	\$ 32.38	\$ 34.29	\$ 34.29	\$ 35.49	\$ 36.55
Weekly	\$ 1,025.20	\$ 1,086.80	\$ 1,152.00	\$ 1,221.60	\$ 1,295.20	\$ 1,371.60	\$ 1,371.60	\$ 1,419.60	\$ 1,462.00
Yearly	\$53,310.40	\$56,513.60	\$59,904.00	\$63,523.20	\$67,350.40	\$71,323.20	\$71,323.20	\$73,819.20	\$76,024.00
Merit 3%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,139.70	\$ 2,214.58	\$ 2,280.72
Total Yearly	\$53,310.40	\$56,513.60	\$59,904.00	\$63,523.20	\$67,350.40	\$71,323.20	\$73,462.90	\$76,033.78	\$78,304.72
CID 1.5%									
Effective 1/7/2018	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 3.5% MPO	MAX+3.5% MPO + 3% 20 YR
Hourly	\$ 24.31	\$ 25.77	\$ 27.32	\$ 28.97	\$ 30.71	\$ 32.53	\$ 32.53	\$ 33.67	\$ 34.68
Weekly	\$ 972.40	\$ 1,030.80	\$ 1,092.80	\$ 1,158.80	\$ 1,228.40	\$ 1,301.20	\$ 1,301.20	\$ 1,346.80	\$ 1,387.20
Yearly	\$50,564.80	\$53,601.60	\$56,825.60	\$60,257.60	\$63,876.80	\$67,662.40	\$67,662.40	\$70,033.60	\$72,134.40
Merit 3%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,029.87	\$ 2,101.01	\$ 2,164.03
Total Yearly	\$50,564.80	\$53,601.60	\$56,825.60	\$60,257.60	\$63,876.80	\$67,662.40	\$69,692.27	\$72,134.61	\$74,298.43

Effective 1/7/2018 - 2.5% COLA, Blended (Adjusted) rate for sworn positions. Parking Supervisor Position based on NC COLA in 2/2016.**Dispatch Supervisor**

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$23.29	\$23.99	\$24.70	\$25.44	\$26.20	\$26.99	\$27.81	\$28.65	\$29.49	\$30.37	\$30.37
Weekly	\$931.60	\$959.60	\$988.00	\$1,017.60	\$1,048.00	\$1,079.60	\$1,112.40	\$1,146.00	\$1,179.60	\$1,214.80	\$1,214.80
Yearly	\$48,443.20	\$49,899.20	\$51,376.00	\$52,915.20	\$54,496.00	\$56,139.20	\$57,844.80	\$59,592.00	\$61,339.20	\$63,169.60	\$63,169.60
Merit											\$1,895.09
Yearly *											\$65,064.69

Sergeant A: Members with less than 20 years of sworn service.

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$29.75	\$30.64	\$31.54	\$32.52	\$33.49	\$34.47	\$35.47	\$36.57	\$37.68	\$38.81	\$38.81
Weekly	\$1,190.00	\$1,225.60	\$1,261.60	\$1,300.80	\$1,339.60	\$1,378.80	\$1,418.80	\$1,462.80	\$1,507.20	\$1,552.40	\$1,552.40
Yearly	\$61,880.00	\$63,731.20	\$65,603.20	\$67,641.60	\$69,659.20	\$71,697.60	\$73,777.60	\$76,065.60	\$78,374.40	\$80,724.80	\$80,724.80
Merit											\$2,421.74
Yearly *											\$83,146.54

Sergeant B: Members with 20 years (+) of sworn service.

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$30.85	\$31.75	\$32.67	\$33.62	\$34.58	\$35.60	\$36.59	\$37.67	\$38.80	\$39.92	\$39.92
Weekly	\$1,234.00	\$1,270.00	\$1,306.80	\$1,344.80	\$1,383.20	\$1,424.00	\$1,463.60	\$1,506.80	\$1,552.00	\$1,596.80	\$1,596.80
Yearly	\$64,168.00	\$66,040.00	\$67,953.60	\$69,929.60	\$71,926.40	\$74,048.00	\$76,107.20	\$78,353.60	\$80,704.00	\$83,033.60	\$83,033.60
Merit											\$2,491.01
Yearly *											\$85,524.61

Sergeant DEJ A: Members with less than 20 years of sworn service (5% Stipend is reflected).

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$31.24	\$32.17	\$33.12	\$34.13	\$35.17	\$36.19	\$37.25	\$38.40	\$39.58	\$40.74	\$40.74
Weekly	\$1,249.60	\$1,286.80	\$1,324.80	\$1,365.20	\$1,406.80	\$1,447.60	\$1,490.00	\$1,536.00	\$1,583.20	\$1,629.60	\$1,629.60
Yearly	\$64,979.20	\$66,913.60	\$68,889.60	\$70,990.40	\$73,153.60	\$75,275.20	\$77,480.00	\$79,872.00	\$82,326.40	\$84,739.20	\$84,739.20
Merit											\$2,542.18
Yearly *											\$87,281.38

Sergeant DEJ B: Members with 20 (+) years of sworn service (5% Stipend is reflected).

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$32.34	\$33.28	\$34.26	\$35.27	\$36.26	\$37.32	\$38.38	\$39.50	\$40.68	\$41.87	\$41.87
Weekly	\$1,293.60	\$1,331.20	\$1,370.40	\$1,410.80	\$1,450.40	\$1,492.80	\$1,535.20	\$1,580.00	\$1,627.20	\$1,674.80	\$1,674.80
Yearly	\$67,267.20	\$69,222.40	\$71,260.80	\$73,361.60	\$75,420.80	\$77,625.60	\$79,830.40	\$82,160.00	\$84,614.40	\$87,089.60	\$87,089.60
Merit											\$2,612.69
Yearly *											\$89,702.29

Lieutenant A: Members with less than 20 years of sworn service.

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$34.40	\$35.39	\$36.50	\$37.58	\$38.67	\$39.86	\$41.07	\$42.32	\$43.57	\$44.86	\$44.86
Weekly	\$1,376.00	\$1,415.60	\$1,460.00	\$1,503.20	\$1,546.80	\$1,594.40	\$1,642.80	\$1,692.80	\$1,742.80	\$1,794.40	\$1,794.40
Yearly	\$71,552.00	\$73,611.20	\$75,920.00	\$78,166.40	\$80,433.60	\$82,908.80	\$85,425.60	\$88,025.60	\$90,625.60	\$93,308.80	\$93,308.80
Merit											\$2,799.26
Yearly *											\$96,108.06

Lieutenant: Members with 20 years (+) of sworn service.											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	\$35.50	\$36.52	\$37.59	\$38.71	\$39.78	\$40.98	\$42.18	\$43.42	\$44.68	\$45.97	\$45.97
Weekly	\$1,420.00	\$1,460.80	\$1,503.60	\$1,548.40	\$1,591.20	\$1,639.20	\$1,687.20	\$1,736.80	\$1,787.20	\$1,838.80	\$1,838.80
Yearly	\$73,840.00	\$75,961.60	\$78,187.20	\$80,516.80	\$82,742.40	\$85,238.40	\$87,734.40	\$90,313.60	\$92,934.40	\$95,617.60	\$95,617.60
Merit											\$2,868.53
Yearly *											\$98,486.13
Parking Supervisor (Rates in effect as of 2/1/2016)											
Grade 17	A	B	C	D	E	F	G	H	I	J	K
Hourly	\$21.69	\$22.24	\$22.79	\$23.37	\$23.95	\$24.54	\$25.17	\$25.80	\$26.43	\$27.09	\$27.77
Weekly	\$867.60	\$889.60	\$911.60	\$934.80	\$958.00	\$981.60	\$1,006.80	\$1,032.00	\$1,057.20	\$1,083.60	\$1,110.80
Yearly	\$45,115.20	\$46,259.20	\$47,403.20	\$48,609.60	\$49,816.00	\$51,043.20	\$52,353.60	\$53,664.00	\$54,974.40	\$56,347.20	\$57,761.60
	L	M	N	O	P						
Hourly	\$28.46	\$29.18	\$29.90	\$30.66	\$31.43						
Weekly	\$1,138.40	\$1,167.20	\$1,196.00	\$1,226.40	\$1,257.20						
Yearly	\$59,196.80	\$60,694.40	\$62,192.00	\$63,772.80	\$65,374.40						

2017																
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
12	\$17.66	\$18.09	\$18.55	\$19.01	\$19.49	\$19.99	\$20.48	\$20.99	\$21.51	\$22.04	\$22.60	\$23.17	\$23.75	\$24.34	\$24.96	\$25.57
Dispatcher	\$706.40	\$723.60	\$742.00	\$760.40	\$779.60	\$799.60	\$819.20	\$839.60	\$860.40	\$881.60	\$904.00	\$926.80	\$950.00	\$973.60	\$998.40	\$1,022.80
40 Hr.	\$36,732.80	\$37,627.20	\$38,584.00	\$39,540.80	\$40,539.20	\$41,579.20	\$42,598.40	\$43,659.20	\$44,740.80	\$45,843.20	\$47,008.00	\$48,193.60	\$49,400.00	\$50,627.20	\$51,916.80	\$53,185.60
13	\$18.55	\$19.01	\$19.49	\$19.99	\$20.48	\$20.99	\$21.51	\$22.04	\$22.60	\$23.17	\$23.75	\$24.34	\$24.96	\$25.57	\$26.22	\$26.88
Lead Dispatcher	\$742.00	\$760.40	\$779.60	\$799.60	\$819.20	\$839.60	\$860.40	\$881.60	\$904.00	\$926.80	\$950.00	\$973.60	\$998.40	\$1,022.80	\$1,048.80	\$1,075.20
40 Hr.	\$38,584.00	\$39,540.80	\$40,539.20	\$41,579.20	\$42,598.40	\$43,659.20	\$44,740.80	\$45,843.20	\$47,008.00	\$48,193.60	\$49,400.00	\$50,627.20	\$51,916.80	\$53,185.60	\$54,537.60	\$55,910.40
16	\$21.51	\$22.04	\$22.60	\$23.17	\$23.75	\$24.34	\$24.96	\$25.57	\$26.22	\$26.88	\$27.54	\$28.23	\$28.94	\$29.66	\$30.40	\$31.16
FATT	\$860.40	\$881.60	\$904.00	\$926.80	\$950.00	\$973.60	\$998.40	\$1,022.80	\$1,048.80	\$1,075.20	\$1,101.60	\$1,129.20	\$1,157.60	\$1,186.40	\$1,216.00	\$1,246.40
40 Hr.	\$44,740.80	\$45,843.20	\$47,008.00	\$48,193.60	\$49,400.00	\$50,627.20	\$51,916.80	\$53,185.60	\$54,537.60	\$55,910.40	\$57,283.20	\$58,718.40	\$60,195.20	\$61,692.80	\$63,232.00	\$64,812.80
15	\$20.48	\$20.99	\$21.51	\$22.04	\$22.60	\$23.17	\$23.75	\$24.34	\$24.96	\$25.57	\$26.22	\$26.88	\$27.54	\$28.23	\$28.94	\$29.66
FF	\$860.16	\$881.58	\$903.42	\$925.68	\$949.20	\$973.14	\$997.50	\$1,022.28	\$1,048.32	\$1,073.94	\$1,101.24	\$1,128.96	\$1,156.68	\$1,185.66	\$1,215.48	\$1,245.72
42 Hr	\$44,728.32	\$45,842.16	\$46,977.84	\$48,135.36	\$49,358.40	\$50,603.28	\$51,870.00	\$53,158.56	\$54,512.64	\$55,844.88	\$57,264.48	\$58,705.92	\$60,147.36	\$61,654.32	\$63,204.96	\$64,777.44
17	\$22.60	\$23.17	\$23.75	\$24.34	\$24.96	\$25.57	\$26.22	\$26.88	\$27.54	\$28.23	\$28.94	\$29.66	\$30.40	\$31.16	\$31.94	\$32.74
FF/P	\$949.20	\$973.14	\$997.50	\$1,022.28	\$1,048.32	\$1,073.94	\$1,101.24	\$1,128.96	\$1,156.68	\$1,185.66	\$1,215.48	\$1,245.72	\$1,276.80	\$1,308.72	\$1,341.48	\$1,375.08
42 Hr.	\$49,358.40	\$50,603.28	\$51,870.00	\$53,158.56	\$54,512.64	\$55,844.88	\$57,264.48	\$58,705.92	\$60,147.36	\$61,654.32	\$63,204.96	\$64,777.44	\$66,393.60	\$68,053.44	\$69,756.96	\$71,504.16

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$10.34	\$10.60	\$10.89	\$11.14	\$11.43	\$11.70	\$11.99	\$12.30	\$12.61	\$12.92	\$13.26	\$13.57	\$13.91	\$14.27	\$14.62	\$14.99
	\$413.60	\$424.00	\$435.60	\$445.60	\$457.20	\$468.00	\$479.60	\$492.00	\$504.40	\$516.80	\$530.40	\$542.80	\$556.40	\$570.80	\$584.80	\$599.60
	\$21,507.20	\$22,048.00	\$22,651.20	\$23,171.20	\$23,774.40	\$24,336.00	\$24,939.20	\$25,584.00	\$26,228.80	\$26,873.60	\$27,580.80	\$28,225.60	\$28,932.80	\$29,681.60	\$30,409.60	\$31,179.20
2	\$10.89	\$11.14	\$11.43	\$11.70	\$11.99	\$12.30	\$12.61	\$12.92	\$13.26	\$13.57	\$13.91	\$14.27	\$14.62	\$14.99	\$15.38	\$15.73
	\$435.60	\$445.60	\$457.20	\$468.00	\$479.60	\$492.00	\$504.40	\$516.80	\$530.40	\$542.80	\$556.40	\$570.80	\$584.80	\$599.60	\$615.20	\$629.20
	\$22,651.20	\$23,171.20	\$23,774.40	\$24,336.00	\$24,939.20	\$25,584.00	\$26,228.80	\$26,873.60	\$27,580.80	\$28,225.60	\$28,932.80	\$29,681.60	\$30,409.60	\$31,179.20	\$31,990.40	\$32,718.40
3	\$11.43	\$11.70	\$11.99	\$12.30	\$12.61	\$12.92	\$13.26	\$13.57	\$13.91	\$14.27	\$14.62	\$14.99	\$15.38	\$15.73	\$16.13	\$16.52
	\$457.20	\$468.00	\$479.60	\$492.00	\$504.40	\$516.80	\$530.40	\$542.80	\$556.40	\$570.80	\$584.80	\$599.60	\$615.20	\$629.20	\$645.20	\$660.80
	\$23,774.40	\$24,336.00	\$24,939.20	\$25,584.00	\$26,228.80	\$26,873.60	\$27,580.80	\$28,225.60	\$28,932.80	\$29,681.60	\$30,409.60	\$31,179.20	\$31,990.40	\$32,718.40	\$33,550.40	\$34,361.60
4	\$11.99	\$12.30	\$12.61	\$12.92	\$13.26	\$13.57	\$13.91	\$14.27	\$14.62	\$14.99	\$15.38	\$15.73	\$16.13	\$16.52	\$16.95	\$17.38
	\$479.60	\$492.00	\$504.40	\$516.80	\$530.40	\$542.80	\$556.40	\$570.80	\$584.80	\$599.60	\$615.20	\$629.20	\$645.20	\$660.80	\$678.00	\$695.20
	\$24,939.20	\$25,584.00	\$26,228.80	\$26,873.60	\$27,580.80	\$28,225.60	\$28,932.80	\$29,681.60	\$30,409.60	\$31,179.20	\$31,990.40	\$32,718.40	\$33,550.40	\$34,361.60	\$35,256.00	\$36,150.40
5	\$12.61	\$12.92	\$13.26	\$13.57	\$13.91	\$14.27	\$14.62	\$14.99	\$15.38	\$15.73	\$16.13	\$16.52	\$16.95	\$17.38	\$17.81	\$18.23
	\$504.40	\$516.80	\$530.40	\$542.80	\$556.40	\$570.80	\$584.80	\$599.60	\$615.20	\$629.20	\$645.20	\$660.80	\$678.00	\$695.20	\$712.40	\$729.20
	\$26,228.80	\$26,873.60	\$27,580.80	\$28,225.60	\$28,932.80	\$29,681.60	\$30,409.60	\$31,179.20	\$31,990.40	\$32,718.40	\$33,550.40	\$34,361.60	\$35,256.00	\$36,150.40	\$37,044.80	\$37,918.40
6	\$13.26	\$13.57	\$13.91	\$14.27	\$14.62	\$14.99	\$15.38	\$15.73	\$16.13	\$16.52	\$16.95	\$17.38	\$17.81	\$18.23	\$18.72	\$19.19
	\$530.40	\$542.80	\$556.40	\$570.80	\$584.80	\$599.60	\$615.20	\$629.20	\$645.20	\$660.80	\$678.00	\$695.20	\$712.40	\$729.20	\$748.80	\$767.60
	\$27,580.80	\$28,225.60	\$28,932.80	\$29,681.60	\$30,409.60	\$31,179.20	\$31,990.40	\$32,718.40	\$33,550.40	\$34,361.60	\$35,256.00	\$36,150.40	\$37,044.80	\$37,918.40	\$38,937.60	\$39,915.20
7	\$13.91	\$14.27	\$14.62	\$14.99	\$15.38	\$15.73	\$16.13	\$16.52	\$16.95	\$17.38	\$17.81	\$18.23	\$18.72	\$19.19	\$19.68	\$20.16
	\$556.40	\$570.80	\$584.80	\$599.60	\$615.20	\$629.20	\$645.20	\$660.80	\$678.00	\$695.20	\$712.40	\$729.20	\$748.80	\$767.60	\$787.20	\$806.40
	\$28,932.80	\$29,681.60	\$30,409.60	\$31,179.20	\$31,990.40	\$32,718.40	\$33,550.40	\$34,361.60	\$35,256.00	\$36,150.40	\$37,044.80	\$37,918.40	\$38,937.60	\$39,915.20	\$40,934.40	\$41,932.80
8	\$14.62	\$14.99	\$15.38	\$15.73	\$16.13	\$16.52	\$16.95	\$17.38	\$17.81	\$18.23	\$18.72	\$19.19	\$19.68	\$20.16	\$20.65	\$21.16
	\$584.80	\$599.60	\$615.20	\$629.20	\$645.20	\$660.80	\$678.00	\$695.20	\$712.40	\$729.20	\$748.80	\$767.60	\$787.20	\$806.40	\$826.00	\$846.40
	\$30,409.60	\$31,179.20	\$31,990.40	\$32,718.40	\$33,550.40	\$34,361.60	\$35,256.00	\$36,150.40	\$37,044.80	\$37,918.40	\$38,937.60	\$39,915.20	\$40,934.40	\$41,932.80	\$42,952.00	\$44,012.80
9	\$15.38	\$15.73	\$16.13	\$16.52	\$16.95	\$17.38	\$17.81	\$18.23	\$18.72	\$19.19	\$19.68	\$20.16	\$20.65	\$21.16	\$21.70	\$22.24
	\$615.20	\$629.20	\$645.20	\$660.80	\$678.00	\$695.20	\$712.40	\$729.20	\$748.80	\$767.60	\$787.20	\$806.40	\$826.00	\$846.40	\$868.00	\$889.60
	\$31,990.40	\$32,718.40	\$33,550.40	\$34,361.60	\$35,256.00	\$36,150.40	\$37,044.80	\$37,918.40	\$38,937.60	\$39,915.20	\$40,934.40	\$41,932.80	\$42,952.00	\$44,012.80	\$45,136.00	\$46,259.20
10	\$16.13	\$16.52	\$16.95	\$17.38	\$17.81	\$18.23	\$18.72	\$19.19	\$19.68	\$20.16	\$20.65	\$21.16	\$21.70	\$22.24	\$22.79	\$23.37
	\$645.20	\$660.80	\$678.00	\$695.20	\$712.40	\$729.20	\$748.80	\$767.60	\$787.20	\$806.40	\$826.00	\$846.40	\$868.00	\$889.60	\$911.60	\$934.80
	\$33,550.40	\$34,361.60	\$35,256.00	\$36,150.40	\$37,044.80	\$37,918.40	\$38,937.60	\$39,915.20	\$40,934.40	\$41,932.80	\$42,952.00	\$44,012.80	\$45,136.00	\$46,259.20	\$47,403.20	\$48,609.60
11	\$16.95	\$17.38	\$17.81	\$18.23	\$18.72	\$19.19	\$19.68	\$20.16	\$20.65	\$21.16	\$21.70	\$22.24	\$22.79	\$23.37	\$23.94	\$24.55
	\$678.00	\$695.20	\$712.40	\$729.20	\$748.80	\$767.60	\$787.20	\$806.40	\$826.00	\$846.40	\$868.00	\$889.60	\$911.60	\$934.80	\$957.60	\$982.00
	\$35,256.00	\$36,150.40	\$37,044.80	\$37,918.40	\$38,937.60	\$39,915.20	\$40,934.40	\$41,932.80	\$42,952.00	\$44,012.80	\$45,136.00	\$46,259.20	\$47,403.20	\$48,609.60	\$49,795.20	\$51,064.00
12	\$17.81	\$18.23	\$18.72	\$19.19	\$19.68	\$20.16	\$20.65	\$21.16	\$21.70	\$22.24	\$22.79	\$23.37	\$23.94	\$24.55	\$25.16	\$25.78
	\$712.40	\$729.20	\$748.80	\$767.60	\$787.20	\$806.40	\$826.00	\$846.40	\$868.00	\$889.60	\$911.60	\$934.80	\$957.60	\$982.00	\$1,006.40	\$1,031.20
	\$37,044.80	\$37,918.40	\$38,937.60	\$39,915.20	\$40,934.40	\$41,932.80	\$42,952.00	\$44,012.80	\$45,136.00	\$46,259.20	\$47,403.20	\$48,609.60	\$49,795.20	\$51,064.00	\$52,332.80	\$53,622.40
13	\$18.72	\$19.19	\$19.68	\$20.16	\$20.65	\$21.16	\$21.70	\$22.24	\$22.79	\$23.37	\$23.94	\$24.55	\$25.16	\$25.78	\$26.45	\$27.11
	\$748.80	\$767.60	\$787.20	\$806.40	\$826.00	\$846.40	\$868.00	\$889.60	\$911.60	\$934.80	\$957.60	\$982.00	\$1,006.40	\$1,031.20	\$1,058.00	\$1,084.40
	\$38,937.60	\$39,915.20	\$40,934.40	\$41,932.80	\$42,952.00	\$44,012.80	\$45,136.00	\$46,259.20	\$47,403.20	\$48,609.60	\$49,795.20	\$51,064.00	\$52,332.80	\$53,622.40	\$55,016.00	\$56,388.80
14	\$19.68	\$20.16	\$20.65	\$21.16	\$21.70	\$22.24	\$22.79	\$23.37	\$23.94	\$24.55	\$25.16	\$25.78	\$26.45	\$27.11	\$27.77	\$28.46
	\$787.20	\$806.40	\$826.00	\$846.40	\$868.00	\$889.60	\$911.60	\$934.80	\$957.60	\$982.00	\$1,006.40	\$1,031.20	\$1,058.00	\$1,084.40	\$1,110.80	\$1,138.40
	\$40,934.40	\$41,932.80	\$42,952.00	\$44,012.80	\$45,136.00	\$46,259.20	\$47,403.20	\$48,609.60	\$49,795.20	\$51,064.00	\$52,332.80	\$53,622.40	\$55,016.00	\$56,388.80	\$57,761.60	\$59,196.80

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	\$20.65	\$21.16	\$21.70	\$22.24	\$22.79	\$23.37	\$23.94	\$24.55	\$25.16	\$25.78	\$26.45	\$27.11	\$27.77	\$28.46	\$29.17	\$29.90
	\$826.00	\$846.40	\$868.00	\$889.60	\$911.60	\$934.80	\$957.60	\$982.00	\$1,006.40	\$1,031.20	\$1,058.00	\$1,084.40	\$1,110.80	\$1,138.40	\$1,166.80	\$1,196.00
	\$42,952.00	\$44,012.80	\$45,136.00	\$46,259.20	\$47,403.20	\$48,609.60	\$49,795.20	\$51,064.00	\$52,332.80	\$53,622.40	\$55,016.00	\$56,388.80	\$57,761.60	\$59,196.80	\$60,673.60	\$62,192.00
16	\$21.70	\$22.24	\$22.79	\$23.37	\$23.94	\$24.55	\$25.16	\$25.78	\$26.45	\$27.11	\$27.77	\$28.46	\$29.17	\$29.90	\$30.66	\$31.42
	\$868.00	\$889.60	\$911.60	\$934.80	\$957.60	\$982.00	\$1,006.40	\$1,031.20	\$1,058.00	\$1,084.40	\$1,110.80	\$1,138.40	\$1,166.80	\$1,196.00	\$1,226.40	\$1,256.80
	\$45,136.00	\$46,259.20	\$47,403.20	\$48,609.60	\$49,795.20	\$51,064.00	\$52,332.80	\$53,622.40	\$55,016.00	\$56,388.80	\$57,761.60	\$59,196.80	\$60,673.60	\$62,192.00	\$63,772.80	\$65,353.60
17	\$22.79	\$23.37	\$23.94	\$24.55	\$25.16	\$25.78	\$26.45	\$27.11	\$27.77	\$28.46	\$29.17	\$29.90	\$30.66	\$31.42	\$32.22	\$33.03
	\$911.60	\$934.80	\$957.60	\$982.00	\$1,006.40	\$1,031.20	\$1,058.00	\$1,084.40	\$1,110.80	\$1,138.40	\$1,166.80	\$1,196.00	\$1,226.40	\$1,256.80	\$1,288.80	\$1,321.20
	\$47,403.20	\$48,609.60	\$49,795.20	\$51,064.00	\$52,332.80	\$53,622.40	\$55,016.00	\$56,388.80	\$57,761.60	\$59,196.80	\$60,673.60	\$62,192.00	\$63,772.80	\$65,353.60	\$67,017.60	\$68,702.40
18	\$23.94	\$24.55	\$25.16	\$25.78	\$26.45	\$27.11	\$27.77	\$28.46	\$29.17	\$29.90	\$30.66	\$31.42	\$32.22	\$33.03	\$33.85	\$34.71
	\$957.60	\$982.00	\$1,006.40	\$1,031.20	\$1,058.00	\$1,084.40	\$1,110.80	\$1,138.40	\$1,166.80	\$1,196.00	\$1,226.40	\$1,256.80	\$1,288.80	\$1,321.20	\$1,354.00	\$1,388.40
	\$49,795.20	\$51,064.00	\$52,332.80	\$53,622.40	\$55,016.00	\$56,388.80	\$57,761.60	\$59,196.80	\$60,673.60	\$62,192.00	\$63,772.80	\$65,353.60	\$67,017.60	\$68,702.40	\$70,408.00	\$72,196.80
19	\$25.16	\$25.78	\$26.45	\$27.11	\$27.77	\$28.46	\$29.17	\$29.90	\$30.66	\$31.42	\$32.22	\$33.03	\$33.85	\$34.71	\$35.57	\$36.45
	\$1,006.40	\$1,031.20	\$1,058.00	\$1,084.40	\$1,110.80	\$1,138.40	\$1,166.80	\$1,196.00	\$1,226.40	\$1,256.80	\$1,288.80	\$1,321.20	\$1,354.00	\$1,388.40	\$1,422.80	\$1,458.00
	\$52,332.80	\$53,622.40	\$55,016.00	\$56,388.80	\$57,761.60	\$59,196.80	\$60,673.60	\$62,192.00	\$63,772.80	\$65,353.60	\$67,017.60	\$68,702.40	\$70,408.00	\$72,196.80	\$73,985.60	\$75,816.00
20	\$26.45	\$27.11	\$27.77	\$28.46	\$29.17	\$29.90	\$30.66	\$31.42	\$32.22	\$33.03	\$33.85	\$34.71	\$35.57	\$36.45	\$37.36	\$38.30
	\$1,058.00	\$1,084.40	\$1,110.80	\$1,138.40	\$1,166.80	\$1,196.00	\$1,226.40	\$1,256.80	\$1,288.80	\$1,321.20	\$1,354.00	\$1,388.40	\$1,422.80	\$1,458.00	\$1,494.40	\$1,532.00
	\$55,016.00	\$56,388.80	\$57,761.60	\$59,196.80	\$60,673.60	\$62,192.00	\$63,772.80	\$65,353.60	\$67,017.60	\$68,702.40	\$70,408.00	\$72,196.80	\$73,985.60	\$75,816.00	\$77,708.80	\$79,664.00
21	\$29.17	\$29.90	\$30.66	\$31.42	\$32.22	\$33.03	\$33.85	\$34.71	\$35.57	\$36.45	\$37.36	\$38.30	\$39.25	\$40.22	\$41.24	\$42.27
	\$1,166.80	\$1,196.00	\$1,226.40	\$1,256.80	\$1,288.80	\$1,321.20	\$1,354.00	\$1,388.40	\$1,422.80	\$1,458.00	\$1,494.40	\$1,532.00	\$1,570.00	\$1,608.80	\$1,649.60	\$1,690.80
	\$60,673.60	\$62,192.00	\$63,772.80	\$65,353.60	\$67,017.60	\$68,702.40	\$70,408.00	\$72,196.80	\$73,985.60	\$75,816.00	\$77,708.80	\$79,664.00	\$81,640.00	\$83,657.60	\$85,779.20	\$87,921.60
22	\$32.22	\$33.03	\$33.85	\$34.71	\$35.57	\$36.45	\$37.36	\$38.30	\$39.25	\$40.22	\$41.24	\$42.27	\$43.34	\$44.41	\$45.52	\$46.65
	\$1,288.80	\$1,321.20	\$1,354.00	\$1,388.40	\$1,422.80	\$1,458.00	\$1,494.40	\$1,532.00	\$1,570.00	\$1,608.80	\$1,649.60	\$1,690.80	\$1,733.60	\$1,776.40	\$1,820.80	\$1,866.00
	\$67,017.60	\$68,702.40	\$70,408.00	\$72,196.80	\$73,985.60	\$75,816.00	\$77,708.80	\$79,664.00	\$81,640.00	\$83,657.60	\$85,779.20	\$87,921.60	\$90,147.20	\$92,372.80	\$94,681.60	\$97,032.00
23	\$35.57	\$36.45	\$37.36	\$38.30	\$39.25	\$40.22	\$41.24	\$42.27	\$43.34	\$44.41	\$45.52	\$46.65	\$47.83	\$49.02	\$50.25	\$51.51
	\$1,422.80	\$1,458.00	\$1,494.40	\$1,532.00	\$1,570.00	\$1,608.80	\$1,649.60	\$1,690.80	\$1,733.60	\$1,776.40	\$1,820.80	\$1,866.00	\$1,913.20	\$1,960.80	\$2,010.00	\$2,060.40
	\$73,985.60	\$75,816.00	\$77,708.80	\$79,664.00	\$81,640.00	\$83,657.60	\$85,779.20	\$87,921.60	\$90,147.20	\$92,372.80	\$94,681.60	\$97,032.00	\$99,486.40	\$101,961.60	\$104,520.00	\$107,140.80
24	\$39.25	\$40.22	\$41.24	\$42.27	\$43.34	\$44.41	\$45.52	\$46.65	\$47.83	\$49.02	\$50.25	\$51.51	\$52.78	\$54.10	\$55.45	
	\$1,570.00	\$1,608.80	\$1,649.60	\$1,690.80	\$1,733.60	\$1,776.40	\$1,820.80	\$1,866.00	\$1,913.20	\$1,960.80	\$2,010.00	\$2,060.40	\$2,111.20	\$2,164.00	\$2,218.00	
	\$81,640.00	\$83,657.60	\$85,779.20	\$87,921.60	\$90,147.20	\$92,372.80	\$94,681.60	\$97,032.00	\$99,486.40	\$101,961.60	\$104,520.00	\$107,140.80	\$109,782.40	\$112,528.00	\$115,336.00	
25	\$43.34	\$44.41	\$45.52	\$46.65	\$47.83	\$49.02	\$50.25	\$51.51	\$52.78	\$54.10	\$55.45	\$56.84	\$58.27	\$59.73		
	\$1,733.60	\$1,776.40	\$1,820.80	\$1,866.00	\$1,913.20	\$1,960.80	\$2,010.00	\$2,060.40	\$2,111.20	\$2,164.00	\$2,218.00	\$2,273.60	\$2,330.80	\$2,389.20		
	\$90,147.20	\$92,372.80	\$94,681.60	\$97,032.00	\$99,486.40	\$101,961.60	\$104,520.00	\$107,140.80	\$109,782.40	\$112,528.00	\$115,336.00	\$118,227.20	\$121,201.60	\$124,238.40		
26	\$47.83	\$49.02	\$50.25	\$51.51	\$52.78	\$54.10	\$55.45	\$56.84	\$58.27	\$59.73	\$61.21	\$62.75	\$64.32			
	\$1,913.20	\$1,960.80	\$2,010.00	\$2,060.40	\$2,111.20	\$2,164.00	\$2,218.00	\$2,273.60	\$2,330.80	\$2,389.20	\$2,448.40	\$2,510.00	\$2,572.80			
	\$99,486.40	\$101,961.60	\$104,520.00	\$107,140.80	\$109,782.40	\$112,528.00	\$115,336.00	\$118,227.20	\$121,201.60	\$124,238.40	\$127,316.80	\$130,520.00	\$133,785.60			
27	\$52.78	\$54.10	\$55.45	\$56.84	\$58.27	\$59.73	\$61.21	\$62.75	\$64.32	\$65.91	\$67.57	\$69.27				
	\$2,111.20	\$2,164.00	\$2,218.00	\$2,273.60	\$2,330.80	\$2,389.20	\$2,448.40	\$2,510.00	\$2,572.80	\$2,636.40	\$2,702.80	\$2,770.80				
	\$109,782.40	\$112,528.00	\$115,336.00	\$118,227.20	\$121,201.60	\$124,238.40	\$127,316.80	\$130,520.00	\$133,785.60	\$137,092.80	\$140,545.60	\$144,081.60				

37.5 Hours

UAW Wage Schedule - 2018

Effective 2/1/18 - 2.25% COLA

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$10.36	\$10.60	\$10.88	\$11.14	\$11.43	\$11.69	\$11.98	\$12.29	\$12.62	\$12.91	\$13.26	\$13.57	\$13.92	\$14.25	\$14.59	\$14.99
	\$388.50	\$397.50	\$408.00	\$417.75	\$428.63	\$438.38	\$449.25	\$460.88	\$473.25	\$484.13	\$497.25	\$508.88	\$522.00	\$534.38	\$547.13	\$562.13
	\$20,202.00	\$20,670.00	\$21,216.00	\$21,723.00	\$22,288.76	\$22,795.76	\$23,361.00	\$23,965.76	\$24,609.00	\$25,174.76	\$25,857.00	\$26,461.76	\$27,144.00	\$27,787.76	\$28,450.76	\$29,230.76
2	\$10.88	\$11.14	\$11.43	\$11.69	\$11.98	\$12.29	\$12.62	\$12.91	\$13.26	\$13.57	\$13.92	\$14.25	\$14.59	\$14.99	\$15.37	\$15.75
	\$408.00	\$417.75	\$428.63	\$438.38	\$449.25	\$460.88	\$473.25	\$484.13	\$497.25	\$508.88	\$522.00	\$534.38	\$547.13	\$562.13	\$576.38	\$590.63
	\$21,216.00	\$21,723.00	\$22,288.76	\$22,795.76	\$23,361.00	\$23,965.76	\$24,609.00	\$25,174.76	\$25,857.00	\$26,461.76	\$27,144.00	\$27,787.76	\$28,450.76	\$29,230.76	\$29,971.76	\$30,712.76
3	\$11.43	\$11.69	\$11.98	\$12.29	\$12.62	\$12.91	\$13.26	\$13.57	\$13.92	\$14.25	\$14.59	\$14.99	\$15.37	\$15.75	\$16.15	\$16.53
	\$428.63	\$438.38	\$449.25	\$460.88	\$473.25	\$484.13	\$497.25	\$508.88	\$522.00	\$534.38	\$547.13	\$562.13	\$576.38	\$590.63	\$605.63	\$619.88
	\$22,288.76	\$22,795.76	\$23,361.00	\$23,965.76	\$24,609.00	\$25,174.76	\$25,857.00	\$26,461.76	\$27,144.00	\$27,787.76	\$28,450.76	\$29,230.76	\$29,971.76	\$30,712.76	\$31,492.76	\$32,233.76
4	\$11.98	\$12.29	\$12.62	\$12.91	\$13.26	\$13.57	\$13.92	\$14.25	\$14.59	\$14.99	\$15.37	\$15.75	\$16.15	\$16.53	\$16.95	\$17.39
	\$449.25	\$460.88	\$473.25	\$484.13	\$497.25	\$508.88	\$522.00	\$534.38	\$547.13	\$562.13	\$576.38	\$590.63	\$605.63	\$619.88	\$635.63	\$652.13
	\$23,361.00	\$23,965.76	\$24,609.00	\$25,174.76	\$25,857.00	\$26,461.76	\$27,144.00	\$27,787.76	\$28,450.76	\$29,230.76	\$29,971.76	\$30,712.76	\$31,492.76	\$32,233.76	\$33,052.76	\$33,910.76
5	\$12.62	\$12.91	\$13.26	\$13.57	\$13.92	\$14.25	\$14.59	\$14.99	\$15.37	\$15.75	\$16.15	\$16.53	\$16.95	\$17.39	\$17.83	\$18.25
	\$473.25	\$484.13	\$497.25	\$508.88	\$522.00	\$534.38	\$547.13	\$562.13	\$576.38	\$590.63	\$605.63	\$619.88	\$635.63	\$652.13	\$668.63	\$684.38
	\$24,609.00	\$25,174.76	\$25,857.00	\$26,461.76	\$27,144.00	\$27,787.76	\$28,450.76	\$29,230.76	\$29,971.76	\$30,712.76	\$31,492.76	\$32,233.76	\$33,052.76	\$33,910.76	\$34,768.76	\$35,587.76
6	\$13.26	\$13.57	\$13.92	\$14.25	\$14.59	\$14.99	\$15.37	\$15.75	\$16.15	\$16.53	\$16.95	\$17.39	\$17.83	\$18.25	\$18.70	\$19.16
	\$497.25	\$508.88	\$522.00	\$534.38	\$547.13	\$562.13	\$576.38	\$590.63	\$605.63	\$619.88	\$635.63	\$652.13	\$668.63	\$684.38	\$701.25	\$718.50
	\$25,857.00	\$26,461.76	\$27,144.00	\$27,787.76	\$28,450.76	\$29,230.76	\$29,971.76	\$30,712.76	\$31,492.76	\$32,233.76	\$33,052.76	\$33,910.76	\$34,768.76	\$35,587.76	\$36,465.00	\$37,362.00
7	\$13.92	\$14.25	\$14.59	\$14.99	\$15.37	\$15.75	\$16.15	\$16.53	\$16.95	\$17.39	\$17.83	\$18.25	\$18.70	\$19.16	\$19.66	\$20.15
	\$522.00	\$534.38	\$547.13	\$562.13	\$576.38	\$590.63	\$605.63	\$619.88	\$635.63	\$652.13	\$668.63	\$684.38	\$701.25	\$718.50	\$737.25	\$755.63
	\$27,144.00	\$27,787.76	\$28,450.76	\$29,230.76	\$29,971.76	\$30,712.76	\$31,492.76	\$32,233.76	\$33,052.76	\$33,910.76	\$34,768.76	\$35,587.76	\$36,465.00	\$37,362.00	\$38,337.00	\$39,292.76
8	\$14.59	\$14.99	\$15.37	\$15.75	\$16.15	\$16.53	\$16.95	\$17.39	\$17.83	\$18.25	\$18.70	\$19.16	\$19.66	\$20.15	\$20.64	\$21.14
	\$547.13	\$562.13	\$576.38	\$590.63	\$605.63	\$619.88	\$635.63	\$652.13	\$668.63	\$684.38	\$701.25	\$718.50	\$737.25	\$755.63	\$774.00	\$792.75
	\$28,450.76	\$29,230.76	\$29,971.76	\$30,712.76	\$31,492.76	\$32,233.76	\$33,052.76	\$33,910.76	\$34,768.76	\$35,587.76	\$36,465.00	\$37,362.00	\$38,337.00	\$39,292.76	\$40,248.00	\$41,223.00
9	\$15.37	\$15.75	\$16.15	\$16.53	\$16.95	\$17.39	\$17.83	\$18.25	\$18.70	\$19.16	\$19.66	\$20.15	\$20.64	\$21.14	\$21.71	\$22.25
	\$576.38	\$590.63	\$605.63	\$619.88	\$635.63	\$652.13	\$668.63	\$684.38	\$701.25	\$718.50	\$737.25	\$755.63	\$774.00	\$792.75	\$814.13	\$834.38
	\$29,971.76	\$30,712.76	\$31,492.76	\$32,233.76	\$33,052.76	\$33,910.76	\$34,768.76	\$35,587.76	\$36,465.00	\$37,362.00	\$38,337.00	\$39,292.76	\$40,248.00	\$41,223.00	\$42,334.76	\$43,387.76
10	\$16.15	\$16.53	\$16.95	\$17.39	\$17.83	\$18.25	\$18.70	\$19.16	\$19.66	\$20.15	\$20.64	\$21.14	\$21.71	\$22.25	\$22.79	\$23.34
	\$605.63	\$619.88	\$635.63	\$652.13	\$668.63	\$684.38	\$701.25	\$718.50	\$737.25	\$755.63	\$774.00	\$792.75	\$814.13	\$834.38	\$854.63	\$875.25
	\$31,492.76	\$32,233.76	\$33,052.76	\$33,910.76	\$34,768.76	\$35,587.76	\$36,465.00	\$37,362.00	\$38,337.00	\$39,292.76	\$40,248.00	\$41,223.00	\$42,334.76	\$43,387.76	\$44,440.76	\$45,513.00
11	\$16.95	\$17.39	\$17.83	\$18.25	\$18.70	\$19.16	\$19.66	\$20.15	\$20.64	\$21.14	\$21.71	\$22.25	\$22.79	\$23.34	\$23.97	\$24.55
	\$635.63	\$652.13	\$668.63	\$684.38	\$701.25	\$718.50	\$737.25	\$755.63	\$774.00	\$792.75	\$814.13	\$834.38	\$854.63	\$875.25	\$898.88	\$920.63
	\$33,052.76	\$33,910.76	\$34,768.76	\$35,587.76	\$36,465.00	\$37,362.00	\$38,337.00	\$39,292.76	\$40,248.00	\$41,223.00	\$42,334.76	\$43,387.76	\$44,440.76	\$45,513.00	\$46,741.76	\$47,872.76
12	\$17.83	\$18.25	\$18.70	\$19.16	\$19.66	\$20.15	\$20.64	\$21.14	\$21.71	\$22.25	\$22.79	\$23.34	\$23.97	\$24.55	\$25.15	\$25.78
	\$668.63	\$684.38	\$701.25	\$718.50	\$737.25	\$755.63	\$774.00	\$792.75	\$814.13	\$834.38	\$854.63	\$875.25	\$898.88	\$920.63	\$943.13	\$966.75
	\$34,768.76	\$35,587.76	\$36,465.00	\$37,362.00	\$38,337.00	\$39,292.76	\$40,248.00	\$41,223.00	\$42,334.76	\$43,387.76	\$44,440.76	\$45,513.00	\$46,741.76	\$47,872.76	\$49,042.76	\$50,271.00
13	\$18.70	\$19.16	\$19.66	\$20.15	\$20.64	\$21.14	\$21.71	\$22.25	\$22.79	\$23.34	\$23.97	\$24.55	\$25.15	\$25.78	\$26.45	\$27.10
	\$701.25	\$718.50	\$737.25	\$755.63	\$774.00	\$792.75	\$814.13	\$834.38	\$854.63	\$875.25	\$898.88	\$920.63	\$943.13	\$966.75	\$991.88	\$1,016.25
	\$36,465.00	\$37,362.00	\$38,337.00	\$39,292.76	\$40,248.00	\$41,223.00	\$42,334.76	\$43,387.76	\$44,440.76	\$45,513.00	\$46,741.76	\$47,872.76	\$49,042.76	\$50,271.00	\$51,577.76	\$52,845.00
14	\$19.66	\$20.15	\$20.64	\$21.14	\$21.71	\$22.25	\$22.79	\$23.34	\$23.97	\$24.55	\$25.15	\$25.78	\$26.45	\$27.10	\$27.77	\$28.47
	\$737.25	\$755.63	\$774.00	\$792.75	\$814.13	\$834.38	\$854.63	\$875.25	\$898.88	\$920.63	\$943.13	\$966.75	\$991.88	\$1,016.25	\$1,041.38	\$1,067.63
	\$38,337.00	\$39,292.76	\$40,248.00	\$41,223.00	\$42,334.76	\$43,387.76	\$44,440.76	\$45,513.00	\$46,741.76	\$47,872.76	\$49,042.76	\$50,271.00	\$51,577.76	\$52,845.00	\$54,151.76	\$55,516.76

37.5 Hours

UAW Wage Schedule - 2018

Effective 2/1/18 - 2.25% COLA

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	\$20.64	\$21.14	\$21.71	\$22.25	\$22.79	\$23.34	\$23.97	\$24.55	\$25.15	\$25.78	\$26.45	\$27.10	\$27.77	\$28.47	\$29.17	\$29.90
	\$774.00	\$792.75	\$814.13	\$834.38	\$854.63	\$875.25	\$898.88	\$920.63	\$943.13	\$966.75	\$991.88	\$1,016.25	\$1,041.38	\$1,067.63	\$1,093.88	\$1,121.25
	\$40,248.00	\$41,223.00	\$42,334.76	\$43,387.76	\$44,440.76	\$45,513.00	\$46,741.76	\$47,872.76	\$49,042.76	\$50,271.00	\$51,577.76	\$52,845.00	\$54,151.76	\$55,516.76	\$56,881.76	\$58,305.00
16	\$21.71	\$22.25	\$22.79	\$23.34	\$23.97	\$24.55	\$25.15	\$25.78	\$26.45	\$27.10	\$27.77	\$28.47	\$29.17	\$29.90	\$30.66	\$31.43
	\$814.13	\$834.38	\$854.63	\$875.25	\$898.88	\$920.63	\$943.13	\$966.75	\$991.88	\$1,016.25	\$1,041.38	\$1,067.63	\$1,093.88	\$1,121.25	\$1,149.75	\$1,178.63

	\$42,334.76	\$43,387.76	\$44,440.76	\$45,513.00	\$46,741.76	\$47,872.76	\$49,042.76	\$50,271.00	\$51,577.76	\$52,845.00	\$54,151.76	\$55,516.76	\$56,881.76	\$58,305.00	\$59,787.00	\$61,288.76
17	\$22.79	\$23.34	\$23.97	\$24.55	\$25.15	\$25.78	\$26.45	\$27.10	\$27.77	\$28.47	\$29.17	\$29.90	\$30.66	\$31.43	\$32.20	\$33.02
	\$854.63	\$875.25	\$898.88	\$920.63	\$943.13	\$966.75	\$991.88	\$1,016.25	\$1,041.38	\$1,067.63	\$1,093.88	\$1,121.25	\$1,149.75	\$1,178.63	\$1,207.50	\$1,238.25
	\$44,440.76	\$45,513.00	\$46,741.76	\$47,872.76	\$49,042.76	\$50,271.00	\$51,577.76	\$52,845.00	\$54,151.76	\$55,516.76	\$56,881.76	\$58,305.00	\$59,787.00	\$61,288.76	\$62,790.00	\$64,389.00
18	\$23.97	\$24.55	\$25.15	\$25.78	\$26.45	\$27.10	\$27.77	\$28.47	\$29.17	\$29.90	\$30.66	\$31.43	\$32.20	\$33.02	\$33.84	\$34.68
	\$898.88	\$920.63	\$943.13	\$966.75	\$991.88	\$1,016.25	\$1,041.38	\$1,067.63	\$1,093.88	\$1,121.25	\$1,149.75	\$1,178.63	\$1,207.50	\$1,238.25	\$1,269.00	\$1,300.50
	\$46,741.76	\$47,872.76	\$49,042.76	\$50,271.00	\$51,577.76	\$52,845.00	\$54,151.76	\$55,516.76	\$56,881.76	\$58,305.00	\$59,787.00	\$61,288.76	\$62,790.00	\$64,389.00	\$65,988.00	\$67,626.00
19	\$25.15	\$25.78	\$26.45	\$27.10	\$27.77	\$28.47	\$29.17	\$29.90	\$30.66	\$31.43	\$32.20	\$33.02	\$33.84	\$34.68	\$35.56	\$36.43
	\$943.13	\$966.75	\$991.88	\$1,016.25	\$1,041.38	\$1,067.63	\$1,093.88	\$1,121.25	\$1,149.75	\$1,178.63	\$1,207.50	\$1,238.25	\$1,269.00	\$1,300.50	\$1,333.50	\$1,366.13
	\$49,042.76	\$50,271.00	\$51,577.76	\$52,845.00	\$54,151.76	\$55,516.76	\$56,881.76	\$58,305.00	\$59,787.00	\$61,288.76	\$62,790.00	\$64,389.00	\$65,988.00	\$67,626.00	\$69,342.00	\$71,038.76

40 Hours

UAW Wage Schedule - 2018

Effective 2/1/18 - 2.25% COLA

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$10.36	\$10.60	\$10.88	\$11.14	\$11.43	\$11.69	\$11.98	\$12.29	\$12.62	\$12.91	\$13.26	\$13.57	\$13.92	\$14.25	\$14.59	\$14.99
	\$414.40	\$424.00	\$435.20	\$445.60	\$457.20	\$467.60	\$479.20	\$491.60	\$504.80	\$516.40	\$530.40	\$542.80	\$556.80	\$570.00	\$583.60	\$599.60
	\$21,548.80	\$22,048.00	\$22,630.40	\$23,171.20	\$23,774.40	\$24,315.20	\$24,918.40	\$25,563.20	\$26,249.60	\$26,852.80	\$27,580.80	\$28,225.60	\$28,953.60	\$29,640.00	\$30,347.20	\$31,179.20
2	\$10.88	\$11.14	\$11.43	\$11.69	\$11.98	\$12.29	\$12.62	\$12.91	\$13.26	\$13.57	\$13.92	\$14.25	\$14.59	\$14.99	\$15.37	\$15.75
	\$435.20	\$445.60	\$457.20	\$467.60	\$479.20	\$491.60	\$504.80	\$516.40	\$530.40	\$542.80	\$556.80	\$570.00	\$583.60	\$599.60	\$614.80	\$630.00
	\$22,630.40	\$23,171.20	\$23,774.40	\$24,315.20	\$24,918.40	\$25,563.20	\$26,249.60	\$26,852.80	\$27,580.80	\$28,225.60	\$28,953.60	\$29,640.00	\$30,347.20	\$31,179.20	\$31,969.60	\$32,760.00
3	\$11.43	\$11.69	\$11.98	\$12.29	\$12.62	\$12.91	\$13.26	\$13.57	\$13.92	\$14.25	\$14.59	\$14.99	\$15.37	\$15.75	\$16.15	\$16.53
	\$457.20	\$467.60	\$479.20	\$491.60	\$504.80	\$516.40	\$530.40	\$542.80	\$556.80	\$570.00	\$583.60	\$599.60	\$614.80	\$630.00	\$646.00	\$661.20
	\$23,774.40	\$24,315.20	\$24,918.40	\$25,563.20	\$26,249.60	\$26,852.80	\$27,580.80	\$28,225.60	\$28,953.60	\$29,640.00	\$30,347.20	\$31,179.20	\$31,969.60	\$32,760.00	\$33,592.00	\$34,382.40
4	\$11.98	\$12.29	\$12.62	\$12.91	\$13.26	\$13.57	\$13.92	\$14.25	\$14.59	\$14.99	\$15.37	\$15.75	\$16.15	\$16.53	\$16.95	\$17.39
	\$479.20	\$491.60	\$504.80	\$516.40	\$530.40	\$542.80	\$556.80	\$570.00	\$583.60	\$599.60	\$614.80	\$630.00	\$646.00	\$661.20	\$678.00	\$695.60
	\$24,918.40	\$25,563.20	\$26,249.60	\$26,852.80	\$27,580.80	\$28,225.60	\$28,953.60	\$29,640.00	\$30,347.20	\$31,179.20	\$31,969.60	\$32,760.00	\$33,592.00	\$34,382.40	\$35,256.00	\$36,171.20
5	\$12.62	\$12.91	\$13.26	\$13.57	\$13.92	\$14.25	\$14.59	\$14.99	\$15.37	\$15.75	\$16.15	\$16.53	\$16.95	\$17.39	\$17.83	\$18.25
	\$504.80	\$516.40	\$530.40	\$542.80	\$556.80	\$570.00	\$583.60	\$599.60	\$614.80	\$630.00	\$646.00	\$661.20	\$678.00	\$695.60	\$713.20	\$730.00
	\$26,249.60	\$26,852.80	\$27,580.80	\$28,225.60	\$28,953.60	\$29,640.00	\$30,347.20	\$31,179.20	\$31,969.60	\$32,760.00	\$33,592.00	\$34,382.40	\$35,256.00	\$36,171.20	\$37,086.40	\$37,960.00
6	\$13.26	\$13.57	\$13.92	\$14.25	\$14.59	\$14.99	\$15.37	\$15.75	\$16.15	\$16.53	\$16.95	\$17.39	\$17.83	\$18.25	\$18.70	\$19.16
	\$530.40	\$542.80	\$556.80	\$570.00	\$583.60	\$599.60	\$614.80	\$630.00	\$646.00	\$661.20	\$678.00	\$695.60	\$713.20	\$730.00	\$748.00	\$766.40
	\$27,580.80	\$28,225.60	\$28,953.60	\$29,640.00	\$30,347.20	\$31,179.20	\$31,969.60	\$32,760.00	\$33,592.00	\$34,382.40	\$35,256.00	\$36,171.20	\$37,086.40	\$37,960.00	\$38,896.00	\$39,852.80
7	\$13.92	\$14.25	\$14.59	\$14.99	\$15.37	\$15.75	\$16.15	\$16.53	\$16.95	\$17.39	\$17.83	\$18.25	\$18.70	\$19.16	\$19.66	\$20.15
	\$556.80	\$570.00	\$583.60	\$599.60	\$614.80	\$630.00	\$646.00	\$661.20	\$678.00	\$695.60	\$713.20	\$730.00	\$748.00	\$766.40	\$786.40	\$806.00
	\$28,953.60	\$29,640.00	\$30,347.20	\$31,179.20	\$31,969.60	\$32,760.00	\$33,592.00	\$34,382.40	\$35,256.00	\$36,171.20	\$37,086.40	\$37,960.00	\$38,896.00	\$39,852.80	\$40,892.80	\$41,912.00
8	\$14.59	\$14.99	\$15.37	\$15.75	\$16.15	\$16.53	\$16.95	\$17.39	\$17.83	\$18.25	\$18.70	\$19.16	\$19.66	\$20.15	\$20.64	\$21.14
	\$583.60	\$599.60	\$614.80	\$630.00	\$646.00	\$661.20	\$678.00	\$695.60	\$713.20	\$730.00	\$748.00	\$766.40	\$786.40	\$806.00	\$825.60	\$845.60
	\$30,347.20	\$31,179.20	\$31,969.60	\$32,760.00	\$33,592.00	\$34,382.40	\$35,256.00	\$36,171.20	\$37,086.40	\$37,960.00	\$38,896.00	\$39,852.80	\$40,892.80	\$41,912.00	\$42,931.20	\$43,971.20
9	\$15.37	\$15.75	\$16.15	\$16.53	\$16.95	\$17.39	\$17.83	\$18.25	\$18.70	\$19.16	\$19.66	\$20.15	\$20.64	\$21.14	\$21.71	\$22.25
	\$614.80	\$630.00	\$646.00	\$661.20	\$678.00	\$695.60	\$713.20	\$730.00	\$748.00	\$766.40	\$786.40	\$806.00	\$825.60	\$845.60	\$868.40	\$890.00
	\$31,969.60	\$32,760.00	\$33,592.00	\$34,382.40	\$35,256.00	\$36,171.20	\$37,086.40	\$37,960.00	\$38,896.00	\$39,852.80	\$40,892.80	\$41,912.00	\$42,931.20	\$43,971.20	\$45,156.80	\$46,280.00
10	\$16.15	\$16.53	\$16.95	\$17.39	\$17.83	\$18.25	\$18.70	\$19.16	\$19.66	\$20.15	\$20.64	\$21.14	\$21.71	\$22.25	\$22.79	\$23.34
	\$646.00	\$661.20	\$678.00	\$695.60	\$713.20	\$730.00	\$748.00	\$766.40	\$786.40	\$806.00	\$825.60	\$845.60	\$868.40	\$890.00	\$911.60	\$933.60
	\$33,592.00	\$34,382.40	\$35,256.00	\$36,171.20	\$37,086.40	\$37,960.00	\$38,896.00	\$39,852.80	\$40,892.80	\$41,912.00	\$42,931.20	\$43,971.20	\$45,156.80	\$46,280.00	\$47,403.20	\$48,547.20
11	\$16.95	\$17.39	\$17.83	\$18.25	\$18.70	\$19.16	\$19.66	\$20.15	\$20.64	\$21.14	\$21.71	\$22.25	\$22.79	\$23.34	\$23.97	\$24.55
	\$678.00	\$695.60	\$713.20	\$730.00	\$748.00	\$766.40	\$786.40	\$806.00	\$825.60	\$845.60	\$868.40	\$890.00	\$911.60	\$933.60	\$958.80	\$982.00
	\$35,256.00	\$36,171.20	\$37,086.40	\$37,960.00	\$38,896.00	\$39,852.80	\$40,892.80	\$41,912.00	\$42,931.20	\$43,971.20	\$45,156.80	\$46,280.00	\$47,403.20	\$48,547.20	\$49,857.60	\$51,064.00
12	\$17.83	\$18.25	\$18.70	\$19.16	\$19.66	\$20.15	\$20.64	\$21.14	\$21.71	\$22.25	\$22.79	\$23.34	\$23.97	\$24.55	\$25.15	\$25.78
	\$713.20	\$730.00	\$748.00	\$766.40	\$786.40	\$806.00	\$825.60	\$845.60	\$868.40	\$890.00	\$911.60	\$933.60	\$958.80	\$982.00	\$1,006.00	\$1,031.20
	\$37,086.40	\$37,960.00	\$38,896.00	\$39,852.80	\$40,892.80	\$41,912.00	\$42,931.20	\$43,971.20	\$45,156.80	\$46,280.00	\$47,403.20	\$48,547.20	\$49,857.60	\$51,064.00	\$52,312.00	\$53,622.40
13	\$18.70	\$19.16	\$19.66	\$20.15	\$20.64	\$21.14	\$21.71	\$22.25	\$22.79	\$23.34	\$23.97	\$24.55	\$25.15	\$25.78	\$26.45	\$27.10
	\$748.00	\$766.40	\$786.40	\$806.00	\$825.60	\$845.60	\$868.40	\$890.00	\$911.60	\$933.60	\$958.80	\$982.00	\$1,006.00	\$1,031.20	\$1,058.00	\$1,084.00
	\$38,896.00	\$39,852.80	\$40,892.80	\$41,912.00	\$42,931.20	\$43,971.20	\$45,156.80	\$46,280.00	\$47,403.20	\$48,547.20	\$49,857.60	\$51,064.00	\$52,312.00	\$53,622.40	\$55,016.00	\$56,368.00
14	\$19.66	\$20.15	\$20.64	\$21.14	\$21.71	\$22.25	\$22.79	\$23.34	\$23.97	\$24.55	\$25.15	\$25.78	\$26.45	\$27.10	\$27.77	\$28.47
	\$786.40	\$806.00	\$825.60	\$845.60	\$868.40	\$890.00	\$911.60	\$933.60	\$958.80	\$982.00	\$1,006.00	\$1,031.20	\$1,058.00	\$1,084.00	\$1,110.80	\$1,138.80
	\$40,892.80	\$41,912.00	\$42,931.20	\$43,971.20	\$45,156.80	\$46,280.00	\$47,403.20	\$48,547.20	\$49,857.60	\$51,064.00	\$52,312.00	\$53,622.40	\$55,016.00	\$56,368.00	\$57,761.60	\$59,217.60

40 Hours

UAW Wage Schedule - 2018

Effective 2/1/18 - 2.25% COLA

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	\$20.64	\$21.14	\$21.71	\$22.25	\$22.79	\$23.34	\$23.97	\$24.55	\$25.15	\$25.78	\$26.45	\$27.10	\$27.77	\$28.47	\$29.17	\$29.90
	\$825.60	\$845.60	\$868.40	\$890.00	\$911.60	\$933.60	\$958.80	\$982.00	\$1,006.00	\$1,031.20	\$1,058.00	\$1,084.00	\$1,110.80	\$1,138.80	\$1,166.80	\$1,196.00
	\$42,931.20	\$43,971.20	\$45,156.80	\$46,280.00	\$47,403.20	\$48,547.20	\$49,857.60	\$51,064.00	\$52,312.00	\$53,622.40	\$55,016.00	\$56,368.00	\$57,761.60	\$59,217.60	\$60,673.60	\$62,192.00
16	\$21.71	\$22.25	\$22.79	\$23.34	\$23.97	\$24.55	\$25.15	\$25.78	\$26.45	\$27.10	\$27.77	\$28.47	\$29.17	\$29.90	\$30.66	\$31.43
	\$868.40	\$890.00	\$911.60	\$933.60	\$958.80	\$982.00	\$1,006.00	\$1,031.20	\$1,058.00	\$1,084.00	\$1,110.80	\$1,138.80	\$1,166.80	\$1,196.00	\$1,226.40	\$1,257.20
	\$45,156.80	\$46,280.00	\$47,403.20	\$48,547.20	\$49,857.60	\$51,064.00	\$52,312.00	\$53,622.40	\$55,016.00	\$56,368.00	\$57,761.60	\$59,217.60	\$60,673.60	\$62,192.00	\$63,772.80	\$65,374.40
17	\$22.79	\$23.34	\$23.97	\$24.55	\$25.15	\$25.78	\$26.45	\$27.10	\$27.77	\$28.47	\$29.17	\$29.90	\$30.66	\$31.43	\$32.20	\$33.02
	\$911.60	\$933.60	\$958.80	\$982.00	\$1,006.00	\$1,031.20	\$1,058.00	\$1,084.00	\$1,110.80	\$1,138.80	\$1,166.80	\$1,196.00	\$1,226.40	\$1,257.20	\$1,288.00	\$1,320.80
	\$47,403.20	\$48,547.20	\$49,857.60	\$51,064.00	\$52,312.00	\$53,622.40	\$55,016.00	\$56,368.00	\$57,761.60	\$59,217.60	\$60,673.60	\$62,192.00	\$63,772.80	\$65,374.40	\$66,976.00	\$68,681.60
18	\$23.97	\$24.55	\$25.15	\$25.78	\$26.45	\$27.10	\$27.77	\$28.47	\$29.17	\$29.90	\$30.66	\$31.43	\$32.20	\$33.02	\$33.84	\$34.68
	\$958.80	\$982.00	\$1,006.00	\$1,031.20	\$1,058.00	\$1,084.00	\$1,110.80	\$1,138.80	\$1,166.80	\$1,196.00	\$1,226.40	\$1,257.20	\$1,288.00	\$1,320.80	\$1,353.60	\$1,387.20
	\$49,857.60	\$51,064.00	\$52,312.00	\$53,622.40	\$55,016.00	\$56,368.00	\$57,761.60	\$59,217.60	\$60,673.60	\$62,192.00	\$63,772.80	\$65,374.40	\$66,976.00	\$68,681.60	\$70,387.20	\$72,134.40
19	\$25.15	\$25.78	\$26.45	\$27.10	\$27.77	\$28.47	\$29.17	\$29.90	\$30.66	\$31.43	\$32.20	\$33.02	\$33.84	\$34.68	\$35.56	\$36.43
	\$1,006.00	\$1,031.20	\$1,058.00	\$1,084.00	\$1,110.80	\$1,138.80	\$1,166.80	\$1,196.00	\$1,226.40	\$1,257.20	\$1,288.00	\$1,320.80	\$1,353.60	\$1,387.20	\$1,422.40	\$1,457.20
	\$52,312.00	\$53,622.40	\$55,016.00	\$56,368.00	\$57,761.60	\$59,217.60	\$60,673.60	\$62,192.00	\$63,772.80	\$65,374.40	\$66,976.00	\$68,681.60	\$70,387.20	\$72,134.40	\$73,964.80	\$75,774.40

Appendix B

Reductions

Human Resources

Professional Development & Expen	\$1,200
Professional Development & Expen	\$300
Prof & Tech Serv	\$1,000
Subtotal	\$2,500

Police

Attrition	\$119,240
Subtotal	\$119,240

Fire

Building Services and Repairs	\$1,500
Cap Outlay<\$10k-Other	\$2,000
Minor Tools and Equipment	\$300
Subtotal	\$3,800

General Services

Attrition	\$39,860
Subtotal	\$39,860

Community Development

Office IT and Printed Supplies	\$1,100
Postal and Delivery Services	\$300
Advertising	\$700
Prof & Tech Serv	\$500
Subtotal	\$2,600

Total Reductions	\$168,000

Appendix C

Program Change Requests

	Department	Adopted
Legal		
905 Expert Fees - Appraisals	\$40,000	\$0
912 Victim Witness Advocate - PT to PFT	\$43,669	\$5,000
Total Department	\$83,669	\$5,000
Assessing		
907 Measure & Inspection of Comm & Ind/Exempt Prop	\$145,000	\$0
Total Department	\$145,000	\$0
Human Resources		
882 HR-Online Wellness Portal	\$14,500	\$0
884 HR-Training Travel for new Online Wellness Portal	\$1,500	\$0
886 Dental Dollars for Medical Opt Out	\$30,000	\$0
911 Student Loan Forgiveness Program	\$12,000	\$0
913 STEM Related Compensation Study	\$8,500	\$0
915 Risk Management Module to replace Access Database	\$1,500	\$1,500
916 Reclassification of Safety & Training Coordinator	\$2,282	\$0
917 Elevation of HR Coordinator to HR Generalist	\$3,131	\$3,131
929 Professional Organization Fees/Dues	\$200	\$200
Total Department	\$73,613	\$4,831
Finance		
861 Promotion to Purchasing Agent II	\$1,808	\$0
871 Increase hours for PPT Municipal Customer Service	\$6,000	\$4,000
919 Certified Public Manager Program	\$1,300	\$0
Total Department	\$9,108	\$4,000
Information Technology		
909 Employee Security Awareness Training	\$8,500	\$0
910 Social Media Management Software	\$5,000	\$0
Total Department	\$13,500	\$0
General Overhead		
969 Trees for Parks - Revenue	(\$6,000)	(\$6,000)
933 Funding for League of NH Craftsman Event	(\$5,000)	(\$5,000)
990 League of NH Craftsman Event	\$5,000	\$5,000
972 General Fund Facility O&M Cost Share	\$37,657	\$37,657
976 General Fund Parking Facilities Debt Support	\$3,049	\$3,049
985 Homeless Shelter	(\$10,000)	(\$10,000)
984 Homeless Shelter	\$30,000	\$30,000
Total Department	\$54,706	\$54,706

Appendix C

	Department	Adopted
Police		
830 Dry Cleaning of Uniform Shirts	\$9,300	\$9,300
831 Specialized Investigative Training	\$5,000	\$0
832 Leads Online Service	\$4,200	\$0
833 Honor Guard Uniforms	\$1,500	\$0
834 Fitness Room Improvements	\$10,000	\$0
835 Workstation Replacement Program	\$5,000	\$0
836 Patrol Ballistic Shield	\$3,500	\$0
837 CID Cell Phones	\$6,600	\$0
838 PPT Property Room Technician	\$25,560	\$25,560
847 Police Dispatch	\$4,920	\$4,920
850 Plausawa Hill Tower Rental	\$3,000	\$3,000
851 Crown Castle Tower Rental	\$1,500	\$1,500
852 FT Admin Tech II Records	\$65,680	\$0
856 2 FT Police Officers	\$45,380	\$0
899 Tuition Reimbursement	\$4,770	\$0
900 Digital Evidence Server	\$3,500	\$0
974 General Fund Employee Cost Share	\$37,804	\$37,804
986 Non-Metered Parking Penalties	\$100,000	\$0
Total Department	\$337,214	\$82,084
Fire		
880 Fire Alarm & Traffic Technician	\$46,871	\$0
881 Convert Paramedic/Lieutenant to EMP Lieutenant	\$0	\$0
883 Additional Ambulance Company	\$794,803	\$0
885 Paramedic Refresher Training	\$10,181	\$5,000
914 Dispatcher Training Overtime	\$3,000	\$3,000
Total Department	\$854,855	\$8,000
General Services		
841 Temporary Labor - Swimming Pool Maintenance	\$9,000	\$0
844 Vandal Resistant Features at Rollins Park Gazebo	\$2,000	\$0
849 Professional Development - Custodial Supervisor	\$4,500	\$0
853 Contracted Service to Install Christmas Tree	\$2,000	\$0
854 Street Tree Planting	\$35,000	\$0
862 Increase OT to Install Christmas Tree Decorations	\$1,943	\$0
865 Increase Snow and Ice Control Overtime	\$56,291	\$0
908 Improve Custodial Services	\$24,736	\$24,736
924 Uniform Increases	\$23,106	\$23,106
973 Downtown Snow Removal	\$58,200	\$58,200
987 Properties Comp and Benefits Shift to General Fund	\$96,884	\$96,884
988 Parking Transfer In for Properties Comp/Benefits	(\$25,000)	(\$25,000)

Appendix C

	Department	Adopted
General Services <i>continued</i>		
845 Sillcock and Water Bubbler at Memorial Field	\$5,000	\$0
920 Correct Plumbing Issues at Parks Division Office	\$7,500	\$0
928 Security Camera at Green Street Community Center	\$750	\$750
921 Aging Fleet Repairs, Parts and Supplies	\$90,710	\$40,000
Total Department	\$392,620	\$218,676
Community Development		
863 Clothing Allowance	\$900	\$0
872 Office Partitions	\$11,963	\$0
877 Temp Employee to Scan Building Plans	\$10,000	\$0
878 Microfilm & Fiche Reader Printers	\$37,000	\$0
889 Ipads for Planning Board	\$5,600	\$5,600
895 Goto Meeting-Video Conf Service	\$500	\$500
898 ICMA Regional Conference	\$900	\$900
901 IT Office Supplies	\$800	\$0
902 Code Division Re-Organization	\$102,984	\$102,984
Total Department	\$170,647	\$109,984
Library		
918 PPT to Exempt	\$47,120	\$0
890 New Community Center Operation	\$41,916	\$41,916
Total Department	\$89,036	\$41,916
Parks & Recreation		
866 Trees for Parks	\$6,000	\$6,000
867 Winter Operations Equipment	\$48,000	\$0
868 Custodian Duties for West Street Ward House	\$9,180	\$0
869 Temp staff for winter operations	\$8,020	\$0
870 Memorial Field Laptop	\$2,000	\$0
874 Multi Purpose Building at White Park	\$8,285	\$0
875 Computer for Parks Supervisor	\$2,000	\$0
876 Fence Guard	\$3,200	\$3,200
897 Special Events Coordinator	\$42,120	\$0
925 Restoration of Funding	\$1,000	\$1,000
926 July 4th Port Toilets	\$500	\$500
927 Protective Cage for Dispensing Machines	\$2,500	\$0
994 Langley Parkway Increase Mowing to Weekly	\$6,900	\$0
995 New Community Center Operation	(\$162,130)	(\$162,130)
890 New Community Center Operation	\$332,711	\$332,711
Total Department	\$310,286	\$181,281
Total General Fund	\$2,534,254	\$710,478

Appendix C

	Department	Adopted
Project Inspection		
894 Fiscal Supervisor to Business Services Admin	\$1,845	\$0
Total Project Inspection Fund	\$1,845	\$0
Parking		
941 General Fund Employee Cost Share	(\$37,804)	(\$37,804)
967 General Fund Facility O&M Cost Share	(\$37,657)	(\$37,657)
970 General Fund Parking Facilities Debt Support	(\$3,049)	(\$3,049)
979 Remove Gen. Svcs. Prop. Labor from Parking Fund	(\$93,415)	(\$93,415)
980 Gen. Svcs. Properties Contract Services	\$25,000	\$25,000
930 Downtown Snow Removal Transfer to General Fund	(\$58,200)	(\$58,200)
978 Add a Maintenance Aide in Highways and Utilities	\$66,622	\$66,622
981 Equipment/Supplies for Gen. Svcs. Downtown Effort	\$1,000	\$1,000
991 International Parking Institute Annual Conference	\$3,500	\$3,500
983 Landscape Materials	\$5,000	\$5,000
959 Meter Expansion - 50 Meters	\$12,637	\$12,637
996 Meter Expansion - 50 Meters	(\$63,392)	(\$63,392)
940 Non-meter Ticket Revenues	(\$100,000)	\$0
965 On-Street Residential Permits	(\$2,500)	(\$2,500)
966 Parking Encumbrance Permits	(\$5,000)	(\$5,000)
982 Pavement Markings	\$1,300	\$1,300
962 Pay-By-Cell App Marketing Support	\$5,000	\$5,000
992 Postage for Additional Tickets (nights & weekends)	\$2,780	\$2,780
961 PT PEOs (24 hrs / wk) Mobile Unit Staffing	\$48,920	\$48,920
998 PT PEOs (24 hrs / wk) Mobile Unit Staffing	(\$133,356)	(\$133,356)
997 2 PT PEOs for Night & Weekend Enforcement (12 Hr.)	(\$93,095)	(\$93,095)
960 2 PT PEOs for Night & Weekend Enforcement (12 Hr.)	\$30,743	\$30,743
955 School Street Parking Garage Maintenance	\$22,204	\$22,204
954 State Street Parking Garage Maintenance	\$34,183	\$34,183
958 Storrs Street Parking Garage Maintenance	\$70,265	\$70,265
Total Parking Fund	(\$298,314)	(\$198,314)
Airport		
936 Cable/WiFi for Terminal Bldg.	\$720	\$720
937 Fuel Farm Upgrades, Municipal Airport	\$8,400	\$8,400
938 Aboveground Storage Tank (AST) Inspection/Repair	\$1,100	\$1,100
Total Airport Fund	\$10,220	\$10,220
Golf		
989 Training	\$1,800	\$1,800
Total Golf Fund	\$1,800	\$1,800

Appendix C

	Department	Adopted
Arena		
934 Pro Shop Operation - Expenses	\$22,812	\$22,812
957 Pro Shop Operation - Revenue	(\$13,525)	(\$13,525)
860 Change PPT Arena Supervisor to FT	\$3,477	\$3,477
932 Internet Connection	\$1,400	\$1,400
Total Arena Fund	\$14,164	\$14,164
Solid Waste		
923 NHDES Required PFCs Testing	\$3,600	\$3,600
Total Solid Waste Fund	\$3,600	\$3,600
Wastewater		
906 Wastewater Flex Technician	(\$20,560)	\$0
922 Electricity Increase	\$50,000	\$0
931 Fence Line Clearing Services	\$5,000	\$0
993 Off Set to PCR 908 Custodial Services	(\$24,736)	(\$24,736)
Total Wastewater Fund	\$9,704	(\$24,736)
Total All Funds	\$2,277,273	\$517,212

Appendix D

GOALS & POLICIES

Concord City Council Adopted Fiscal Goals for 2015-2016 (revised 11/9/15 – FY 2016)

A. ACCOUNTING, AUDITING AND FINANCIAL REPORTING

- Goal A1 Complete Consolidated Annual Financial Report (CAFR) and apply for Government Finance Officers Association (GFOA) award for excellence in achievement by December 31.

B. BUDGETARY AND FINANCIAL MANAGEMENT

- Goal B1 Comply with GFOA best practices where applicable.
- Goal B2 Develop annual budget document to meet the GFOA criteria for the Budget Award and, annually, apply for the GFOA Budget Award within 90 days of budget adoption.

C. CAPITAL IMPROVEMENTS

- Goal C1 Fund and utilize capital reserve funds when available and appropriate to help provide a stable programmed approach to funding high priority capital needs.
- Goal C2 Commit 3% of General Fund Appropriations towards Capital Improvement Plan.
- Goal C3 Annually, prepare a ten year Capital Improvement Plan and consider future operation and maintenance costs as part of the projection.
- Goal C4: By Fiscal Year 2019, commit funds equal to 2% of the tax rate to support a neighborhood street paving, restoration and repair program. Annually, these funds will be transferred to the Highway Capital Reserve trust. In order to reach the 2% goal, the final tax rate would be increased by .5% in Fiscal Years 2017, 2018, 2019, and 2020.

D. CASH MANAGEMENT

- Goal D1 Aggressively pursue collection of property taxes and all other receivables due the City.

E. DEBT MANAGEMENT

- Goal E1 Limit General Fund debt service expenditures to no more than 10% of total appropriations.
- Goal E2 Manage debt burden to 70% payoff within 10 years.

F. EMPLOYEE COMPENSATION AND BENEFITS

- Goal F1 Historically, the biggest factors forcing budget growth are increases in employee compensation and increased benefits costs. The City should have a compensation and benefit program that: (a) reflects the value of work performed by our employees; (b) includes incentives for superior job performance; (c) compares favorably with the compensation and benefits paid for similar work in the private and public sectors, and (d) considers the ability of the community to pay. Both our employees and the public must understand the mutual respect that such a policy warrants. Review compensation plan every 3-5 years for comparability to other municipalities and the private sector.

Appendix D

- Goal F2 Create an incentive program to reward high achieving employees that are not covered as part of a collective bargaining agreement. Recipients should be no more than 5% of non-contractual work force and amounts shall be no more than 2% of employee's annual salary.
- Goal F3 Reduce the annual escalation of health insurance benefit costs by requiring employees and retirees to bear an equitable portion of annual premium increases and consider the cost of Health Insurance, Retirement and other related benefits when determining wage increases for both contractual and non-contractual employees.
- Goal F4 Review retiree health insurance cost structure and reduce obligations as necessary.

G. ENTERPRISE, SPECIAL REVENUE AND OTHER FUNDS MANAGEMENT

- Goal G1 Maintain financially self-supporting enterprise funds with healthy financial positions.
- Goal G2 Maintain infrastructure, plant and facilities, and financial management, using proven industry-wide best practices to assure regulatory compliance and system reliability, and minimize the risk of infrastructure failure.
- Goal G3 Support planned economic development to attract and retain businesses through competitive rates and fees.
- Goal G4 Promote resource conservation and efficiency (water, electricity, fuel, etc.).
- Goal G5 Other Funds. Other special revenue funds and trust funds shall only be used to support intended expenditures, i.e. Cemetery Perpetual Care and General Maintenance, Cemetery Flowers, Library Books, and those created specifically for the purpose of supporting general capital and maintenance expenditures.
- Goal G6 Every attempt shall be made to allocate General Fund overhead costs to enterprise and special revenue funds on a fair and consistent basis.

H. FUND BALANCES

See separate Fund Balance, Reserves and CIP Spending Priority Policy.

I. MUNICIPAL SERVICES EXPENDITURES AND REVENUES

- Goal I1 Focus efforts to reduce expense growth for all City expenses.
- Goal I2 Focus efforts to increase revenues and find new revenue sources wherever possible.
- Goal I3 Promote competitiveness with both the public and private sector in the delivery of services. Benchmarking should be promoted for all city services. Assess aspects of municipal operations for which privatization could reduce municipal costs.
- Goal I4 Evaluate the impact of subsurface utilities and other entities on road maintenance and repairs, and recover all costs that can be fairly allocated to those utilities/entities.
- Goal I5 Review impact fee coverage and the application of the impact fee ordinance.

Appendix D

- Goal I6 Consider an entrepreneurial approach to enhancing revenues. This should be done without detracting from the provision of public services to the City. It should generate a reasonable annual return on investment and expose the City to minimal financial risk.
- Goal I7 Periodically, conduct a thorough review of the City's fees and charges, and recommend changes to the City Council as necessary.
- Goal I8 Seek payments in-lieu-of taxes from charitable institutions and other governmental agencies that benefit from or receive City services.

J. TAX RATE MANAGEMENT

- Goal J1 Maintain a tax rate management policy that limits tax rate growth to near CPI level plus new programs or services and real new growth in property valuation.
- Goal J2 Tax rate target – the Fiscal Policy Advisory Committee (FPAC) should consider whether to recommend setting a tax rate target for the upcoming fiscal year budget no later than the February FPAC Meeting.

Fund Balance, Reserves and CIP Spending Priority Policy

I. PURPOSE

This policy establishes the requirements for prudent care and management of City funds, provides for the proper execution of the City's fund balance to ensure the financial stability of the City, and codifies the spending priority of capital project revenues.

II. ACCOUNTABILITY

The City Manager and Deputy City Manager/Finance in conjunction with the City's Fiscal Policy Advisory Committee and City Council, shall oversee compliance of this policy.

III. DEFINITIONS

- A. GASB Statement No. 54 – Governmental Accounting Standards Board Statement No. 54 as it relates to governmental fund balance reporting.
- B. Fund Balance Classifications
 - 1. Non-spendable – Portion of fund balance that cannot be spent because the balance is (a) not in spendable form or (b) legally or contractually required to be maintained intact (example: inventory or permanent funds).
 - 2. Restricted – Constraints placed on the use of resources are either (a) externally imposed by creditors, grantors, contributors, or laws/regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation (example: debt covenants or grant funds).
 - 3. Committed – Amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority (Concord City Council). These funds cannot be used for any other purposes unless the same authority removes or changes the specified use by a similar action. The action to commit or remove/change the specific purpose should occur prior to the end of the reporting period, but any amount subject to the constraint may be determined in the subsequent period.

Appendix D

4. Assigned – Amounts that are constrained with the intent to use for specific purposes but are neither restricted nor committed. Intent should be expressed by (a) the governing body itself, (b) a committee, budget or finance, or (c) an official to which the governing body has delegated the authority to assign amounts to be used for specific purposes.
5. Unassigned – This is the residual classification for the General Fund. This represents amounts that have not been restricted, committed, or assigned to a specific purpose. The General Fund should be the only fund that reports a positive unassigned fund balance.

IV. POLICY

A. Requirements –

1. General Fund

- a. Unassigned fund balance – It is the policy of the City to achieve and maintain a general operating fund unassigned fund balance level of 18.5% of operating expenses by June 30, 2017.
- b. Assigned fund balance – Upon adoption of this policy, the City Council authorizes the City Manager to assign fund balance for a specific purpose; so long that said purpose is in keeping with this policy, the wishes of the City Council and its Fiscal Policy Advisory Committee, and is in the best interest of the City.
 - i. Utilization of Assigned fund balance will be presented to the City Council for action during the fiscal year immediately following the fiscal year of assignment.
 - ii. Any assigned fund balance not acted upon and/or utilized for the specific purpose for which the City Manager assigned will lapse to unassigned fund balance on June 30 of the fiscal year immediately following the fiscal year of assignment.
- c. Balanced Budget – It is the policy of the City Council to annually adopt a General fund operating budget such that current revenues equal or exceed current appropriations, overlay and war service credits.

2. Water and Sewer enterprise funds

- a. Operating fund reserves – It is the desire of the City to maintain financially self-supporting Water and Sewer Funds with rate stability and to avoid large rate increases. Therefore, it is the policy of the City to, over time, achieve and maintain operating, capital and rate stabilization reserves of:
 - i. Operating – 25% of operating expenses less debt service and pay as you go capital.
 - ii. Capital – 25% of debt service or no less than \$500,000.
 - iii. Rate Stabilization – 10% of operating revenue or no less than \$500,000.

3. Other enterprise and Special revenue funds

- a. Operating fund reserves – It is the desire of the City to maintain financially self-supporting Other Enterprise and Special Revenue Funds with healthy financial positions. Therefore, it is the policy of the City to, over time, achieve and maintain working capital reserves of:
 - i. Golf fund – a minimum of 10% of operating expenses including debt service and capital expenditures.
 - ii. Arena fund – a minimum of 10% of operating expenses including debt service and capital expenditures.
 - iii. Parking fund – a minimum of 10% of operating expenses including debt service and capital expenditures.
 - iv. Airport fund – a minimum of 10% of operating expenses including debt service and capital expenditures.
 - v. Solid Waste fund – a minimum of 10% of operating expenses including debt service and capital expenditures.

Appendix D

4. All funds

- a. CIP Spending priorities – It is the policy of the City to adopt spending priorities for capital projects approved by the City Council. Unless otherwise determined by the Deputy City Manager/Finance or the City Manager to be in the best interest of the City, expenditures for capital projects shall be spent according to the following funding hierarchy order:
 - i. Bonds/notes – expenditures as they relate to long term financing of a project will have the highest priority and be spent first.
 - ii. Grants and awards – expenditures as they relate to revenues from grants or other awards that are not intended to be paid back to the grantor shall have the second highest spending priority and shall be spent second.
 - iii. Capital Reserves – expenditures as they relate to revenues derived from capital reserve funds shall have the third highest spending priority and shall be spent third.
 - iv. Cash or Capital Transfers – expenditures as they relate to revenues derived from operating budget transfers shall have the lowest spending priority and shall be spent only after all available funds have been expended for the intended purpose.
 - v. Dependent funding sources – while it is understood that certain bonds/notes/grants/awards may have certain spending limitations or city matches attached to it, these funds shall be spent to their greatest extent possible to maximize the utilization of the funds in the above order.

Appendix D

City Charter* (Finance items 32-43)

*Editor's note: The City of Concord adopted a new City Charter, as herein set out, in accordance with the provisions of RSA 49-B at the State General Election on Nov. 3, 1992. The former City Charter was adopted at a Municipal Primary Election on Oct. 11, 1949, as amended. The Charter as posted includes amendments as approved at the November 6, 2001, Municipal Election as well as the November 8, 2011 Municipal Election and the January 10, 2012 Presidential Primary. Ward lines amended per City Ordinance, September 11, 2017.

State law references: See Chapter 418, Laws 1949 for Initial Council-Manager Plan.

32. Fiscal Year.

The fiscal and budget year of the City shall begin on the first day of January unless another date shall be fixed by Ordinance.

33. Financial Control.

The City Manager shall appoint a Finance Director, who shall be other than the Treasurer, and who shall be chosen solely on the basis of executive and administrative qualifications and actual experience in and knowledge of accepted practices in respect to the duties of municipal fiscal management, and who shall maintain accounting control over the finances of the City, make financial reports, and perform such other duties as may be required by the Administrative Code or state law. The Finance Director shall audit and approve all authorized claims against the City before paying the same.

34. Budget Procedure.

At such time as may be requested by the City Manager or specified by the Administrative Code, the chief officer of each department shall submit an itemized estimate of the expenditures for the next fiscal year for the department or activities under the officer's control. The City Manager shall submit the proposed budget to the City Council at least forty-five (45) days before the start of the fiscal year of the budget. The City Council shall refer the proposed budget to the Finance Committee of the City Council for preliminary consideration. The Finance Committee is a committee of the whole City Council, presided over by the Mayor. In odd numbered years, the Finance Committee shall consist of the newly elected Mayor and City Councilors from and after the time they take the oath of office, together with Councilors whose terms in office include the ensuing fiscal year.

35. Budget Hearing.

A public hearing on the budget shall be held before its final adoption by the City Council, and notice of such public hearing together with a summary of the budget as submitted shall be published at least one week in advance by the City Clerk.

36. Date of Final Adoption.

The budget shall be finally adopted not later than the twenty-seventh day of the first month of the fiscal year. Should the City Council take no final action on or prior to such day, the budget, as submitted, shall be deemed to have been finally adopted by the City Council.

37. Appropriations After Budget is Adopted.

No appropriation shall be made for any purpose not included in the annual budget as adopted unless voted by a two-thirds majority of the City Council after a public hearing held to discuss said appropriation. The City Council shall by resolution designate the source of any money so appropriated.

Appendix D

38. Budget Control.

At the beginning of each quarterly period during the fiscal year and more often if required by the City Council, the City Manager shall submit to the City Council data showing the relation between the estimated and actual income and expenses to date; and if it shall appear that the income is less than anticipated, the City Council or City Manager with approval of the City Council, may reduce the appropriation for any item or items, except amounts required for debt and interest charges, to such a degree as may be necessary to keep expenditures within the cash income. The City Manager may provide for monthly or quarterly allotments of appropriations to departments, funds, or agencies under such rules as the City Manager shall prescribe.

39. Transfer of Appropriations.

After the budget has been adopted, no money shall be drawn from the treasury of the City, nor shall any obligation for the expenditure of money be incurred, except pursuant to a budget appropriation unless there shall be a specific additional appropriation therefor. The head of any department, with the approval of the City Manager, may transfer any unencumbered balance or any portion thereof from one fund or agency within the department to another fund or agency within the department. Such transfers shall be reported to the City Council as the Council may require. The City Manager, with the approval of the City Council, may transfer any unencumbered appropriation balance or any portion thereof from one department to another.

40. Depository.

The City Council shall designate the depository or depositories for City funds, and shall provide for the daily deposit of all City monies. The City Council may provide for such security for City deposits as it may deem necessary, except that personal surety bonds shall not be deemed proper security.

41. Independent Audit.

An annual independent audit shall be made of all accounts of the City government. Such audit shall be made by certified public accountants experienced in municipal accounting. Copies or abstracts of such audits shall be made public along with an annual report of the City's business. Audit services shall be obtained through periodic competitive bidding, as specified by Ordinance. Nothing in this paragraph shall prevent the City Council from requiring such other audits as it deems necessary.

42. Official Bonds.

Any City officer or employee (other than City Councilors) may be required by the City Manager to give a bond to be approved by the City Solicitor for the faithful performance of the duties of the office, but all officers receiving or disbursing City funds shall be so bonded. All official bonds shall be corporate surety bonds, and the premiums thereon shall be paid by the City. Such bonds shall be filed with the Finance Director.

43. Borrowing Procedure.

Subject to the applicable provisions of state law and the Administrative Code, the City Council by Resolution may authorize the borrowing of money for any purpose within the scope of the powers vested in the City and the issuance of bonds of the City or other evidence of indebtedness therefor, and may pledge the full faith, credit, and resources of the City for the payment of the obligation created thereby. Borrowing for a term exceeding one year shall be authorized by the City Council only after a duly advertised public hearing.

Appendix E

FUND STRUCTURE

As a governmental organization, the City of Concord utilizes a Fund Accounting structure where financial activities are aggregated for specific purposes.

The General Fund is the largest fund and encompasses the more traditional governmental services. The General Fund is primarily funded by property taxes. General Fund revenues are listed in detail by function and classification at the beginning of the budget document, followed by General Fund department appropriation recommendations. The General Fund is considered a Major Fund.

Other funds are established pursuant to state law or prudent financial management and are accounted for using Generally Accepted Accounting Principles (GAAP).

Special Revenue Funds are used to account for revenues dedicated to a specific purpose. These funds include Project Inspection, Parking, Airport, and Conservation Property. Revenues and expenses are listed by Fund.

Enterprise Funds are similar to a commercial enterprise in that they are self-supporting and provide goods or services to the public on a user charge basis. These funds include Golf, Arena, Solid Waste, Water, and Wastewater. Revenues and expenses are listed by fund. The Water, Wastewater and Solid Waste funds are considered Major Funds.

Capital Funds are used to account for capital improvement projects. The City produces an annual Capital budget that details the current year funding for the ten-year Capital Improvement Program (CIP). The current year portion of capital expenditures to be met from operating funds is contained in the Operating Budget as capital outlays or transfers, along with debt service on bonded projects. The Major Capital Project Fund is considered a Major fund.

The City has a number of additional Nonmajor Funds that are audited and included in the City's Comprehensive Annual Financial Report (CAFR) and are not part of this budget document. Some of those funds may receive an appropriation during the fiscal year. When they do City Council must approve the appropriation with a two thirds majority vote. Those funds are:

Special Revenue: Community Development Fund, Housing Revolving Loan Fund, Impact Fee, Miscellaneous Special Revenue, Durgin Garage, Nelson, Forrest and Conservation, Cemetery, Library, Mountain Green, Downtown Economic Development, SVMS Project, Fire Facility Renovations, Open Space Protection Fund, and Capital Commons Garage Fund.

Capital Project Funds: Route 3 Corridor Fund, Manchester Street Fund, North End Opportunity Corridor Fund, Sears Block Capital Fund, and Penacook Village Capital Fund.

Permanent Funds: Cemetery Fund, Library Fund, Dedicated Income Fund, and Other Fund.

Financial results for all funds can be found in the CAFR.

BASIS for ACCOUNTING and BUDGETING

Basis for Accounting - when revenues, expenditures, and related assets and liabilities are recognized and reported on the entity's financial statements.

Appendix E

The modified accrual basis of accounting is used by all General, Special Revenue, and Capital Project Funds. This means that revenues are recognized when they become both “measurable” and “available” - “measurable” meaning that the amount of the transaction can be determined, and “available” meaning that it is collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. For these purposes, the City considers certain revenues related to the current period to be “available” if they are collected within 60 days of the end of the current period. Expenditures are recorded when liabilities are incurred, with the exception of principal and interest payments on long-term debt, which are recognized as expenditures when due.

The accrual basis of accounting is utilized by all Enterprise Funds, where revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

Appropriations in all operating Funds lapse at year-end, however, encumbrances and amounts specifically designed to be carried forward to the subsequent year (i.e., multi-year capital projects and approved grants and donations) do not lapse.

Basis for Budgeting - The City’s basis for budgeting is consistent with Generally Accepted Accounting Principles (GAAP) and with the City’s financial statements as presented in the Comprehensive Annual Financial Report (CAFR). Exceptions are as follows:

- Capital expenditures within the Enterprise Funds are recorded as assets on an accounting basis but are shown as expenditures on a budgetary basis.
- Depreciation of capital assets and amortization of various deferred charges are recorded on an accounting basis only.
- Principal payments on long-term debt within the Enterprise Funds are applied to the outstanding liability on an accounting basis but are shown as expenditures on a budgetary basis.
- Principal payments received on State Grants within the Enterprise Funds are applied to the outstanding Receivable on an accounting basis but are shown as revenues on a budgetary basis.
- Within the Enterprise Funds, increases or decreases in compensated absences are not reported for budgetary purposes, but are reflected as adjustments to expenditures on an accounting basis.

THE BUDGET PROCESS

Managerial Preparation - City departments began preparing requests for this budget in December. By amended City Charter, the City Manager must review these requests and submit a budget to the City Council forty-five days before the beginning of the fiscal year, or no later than May 16th each year. According to the Charter, City Council must then adopt a budget by July 27, or the City Manager’s Proposed Budget is automatically adopted. However, City Council has adopted an ordinance providing for budget adoption by the beginning of the new fiscal year.

City staff keeps the City Council advised through quarterly Financial Statements with an executive summary. The Fiscal Policy Advisory Committee (FPAC) and the City Council also receive a modeled projection of revenues and expenditures for the current and five future years.

City Council Review, Public Hearing, and Adoption - Section 35 of the City Charter requires a public hearing on the budget. In preparation thereof, the City Council forms a “committee of the whole” called the Finance Committee that reviews the budget between introduction and adoption. See the “Schedule” tab for meeting dates. The Finance Committee reports its changes to the Manager’s Proposed Budget in the form of an amending resolution prior to adoption of the budget by City Council. This amending resolution will identify the differences between the Manager’s Proposed and Council’s Adopted Budgets.

Appendix E

Amendment - No appropriation shall be made for any purpose not included in the annual budget unless voted by two-thirds majority of the Council after a public hearing is held to discuss said appropriation. The Council shall, by resolution, designate the source of any money so appropriated.

Budget Control - At the beginning of each quarterly period during the fiscal year and more often if required by the City Council, the City Manager shall submit to the City Council data showing the relationship between the estimated and actual income and expenses to date; and if it shall appear that the income is less than anticipated, the City Council or City Manager with approval of the City Council, may reduce the appropriation for any item or items, except amounts required for debt and interest charges, to such a degree as may be necessary to keep expenditures within the cash income. The City Manager may provide for monthly or quarterly allotments of appropriations to departments, funds, or agencies under such rules as the City Manager shall prescribe.

Annual Report of Financial Results - Following the end of the budget accounting period, the City prepares (in accordance with Generally Accepted Auditing Standards) and distributes a Comprehensive Annual Financial Report (CAFR) audited by an independent accounting firm. This CAFR includes a comparison of budgeted to actual revenues and expenditures. The CAFR can be found on the City's website using the following URL:
<http://www.concordnh.gov/index.aspx?NID=948>

Year-to-Year Expense Comparison - General Fund - All fringe benefits and insurances are distributed to each operating agency in order to give a more complete picture of costs. Revenues are shown with the responsible department in order to portray what each agency generates of own-source revenues and what each agency costs in other general or tax revenues.

Long-term Financial Planning - The City Finance Department presents regular financial reports to elected officials and management staff. In addition to these reports, annually and/or as part of the budget process, the City prepares a five year General Fund operating pro forma and tax rate projection, a twenty year Capital Improvement Plan, and a pro forma for each enterprise and major special revenue fund.

Also, as part of the annual budget process, the City reviews all General Fund revenues to determine budgetary needs. Enterprise and special revenue funds are reviewed for competitiveness and support of operations. Most enterprise/special revenue funds are fully self-supporting and provide administrative overhead payments to the General Fund. Exceptions are the Solid Waste Fund which received general tax base support as part of its planned operation and the Golf Fund which received general fund support through Fiscal Year 2017 for debt service.

Appendix E

Classifications - Revenue

Property Taxes

Property Taxes

Other Taxes

Timber Tax
Payment-In-Lieu of Tax
Excavation Activity Tax

Intergovernmental

Railroad Tax
US Dep of Homeland Security/FEMA
Medicare D Reimbursement
Drug Forfeiture/Restitution
Drug Unit OT Reimbursement
Rooms and Meals Tax
Highway Block Grant
Household Waste
Share of Debt Service
Forest Loss Reimbursement
Fire Service Aid
Airport Operators Grant
School District Payments
Multiple Local Governments

Rents and Leases

Cruiser Rental Fee
Building Lease or Rental
Facility Lease or Rental
Ice Rental
Land Lease or Rental
Parking Rental

Fines and Penalties

Interest Costs and Penalties
Court Ordered Payments-Parks & Rec
Court Ordered Payments-Cemeteries
Court Ordered Payments-Legal
Parking Penalties
False Alarm Penalties
Fines For Overdue Books
Fines For Code Prosecution

Licenses and Permits

Building Permits
Electrical Permits
Mechanical Permits
Plumbing Permits
Sign Permits
Fire Protect Permits
PD Licenses and Permits
Engineering Permits
Engineering Licenses
Engineering Pole License Recording Fees
POA Inspection Fees
School Inspection Fees
Waste Haulers Permit
Food Service Licenses
Amusement Center Licenses
Rooming House Licenses
Yard Sales Permits
Taxi Cab Licenses
Peddler Licenses
Amusement Device Licenses
Billiard and Bowling Licenses
Entertainment Licenses
Convalescent Home Licenses
Recycling Center Licenses
Solicitation Licenses
Taxi Drivers Licenses
Misc Licenses & Permits
Pawnbroker/Secondhand Dealer Licenses
Dog Licenses
Marriage Licenses

Appendix E

Investment Income

Investment Income

Donations

Donations

Music Program Donations

Fireworks Donation

Transfer In

Transfer In-General Fund

Transfer In-Engineering Inspections

Transfer In-Parking Fund

Transfer In-Parking Fund Snow Reim

Transfer In-Airport Fund

Transfer In-CD Con Prop Mgmt Fund

Transfer In-Impact Fee Fund

Transfer In-NEOCTIF

Transfer In-Sears Block TIF

Transfer In-Penacook TIF

Transfer In-Golf Fund

Transfer In-Arena Fund

Transfer In-Solid Waste Fund

Transfer In-Water Fund

Transfer In-Wastewater Fund

Transfer In-Trust Fund

Transfer In-Trust/Capital Reserve

Transfer In-Trust/Concord Calvary

Transfer In-Trust/Conservation

Transfer In-Trust/Durgin

Transfer In-Trust/Economic Dev

Transfer In-Trust/Flowers

Transfer In-Trust/Forest

Transfer In-Trust/General Care

Transfer In-Trust/Library

Transfer In-Trust/Self Insurance

Transfer In-Trust/Shrubs

Capital Contributions

Contribution In Aid

Investment Fee

Use of Fund Balance/Retained Earnings

Budgetary Use of Fund Balance

Motor Vehicle Registrations

Vehicle Registrations

Department Service Charges

Salt Sales

Street Tree Sales

Timber Sales

MV State Agent Admin

MV Transportation Admin

MV Transportation Surcharge

MV Waste Disposal

Alarm Panel Plug In/Out

Master Alarm Box Connection

Advanced Life Support Intercept

Ambulance Service Charge

Recording Fees

Application Fee

Application for Appeal

Review Fee-Site Plans

Review Fee-Subdivision

Reports, Prints and Copies

Special Fire Duty Services

Testing Services

Recreation Player Fee-Parks

Private Fire Service

Sundry Services

Labor Services-Water

Misc. Recollectible

Police Patrol Services

Police Witness Fees

Special Police Duty Services

Cross Connection

Interment

Cemetery Maintenance

Fuel Flow Mark-up

Inventory Mark-up

Overtime & Supply Charges

Labor Services-Wastewater

Miscellaneous Services

Appendix E

Department Service Charges *continued*

Sludge Disposal
 Non-Resident Library Fees
 Camps
 Aquatics Program
 Lighting Charge
 Motor Vehicle Waste Disposal
 Concession Income

Water Sales

Commercial Sales
 Water Availability

Wastewater Sales

Sewer Service
 Sewer Service-Boscawen
 Sewer Service-Bow
 Leachate Processing
 Septage Processing

SW Commercial Sales

Commercial Disposal
 DTSWRD-Dwntwn Sol Waste Rem Dstr

SW Residential Sales

Contaminated Loads
 PAYT Bags
 PAYT Containers
 Cart Collection Program

Parking Metered Spaces

Metered Parking
 Metered Parking-Cards

Golf Permit and Fees

Seasonal Passes
 Daily Fees

Golf Sales

Cart Rental
 Handicapping
 Driving Range
 League & Tournament Fees
 Pro Shop Sales
 Pro Shop Sales-Rentals & Other

Retiree Health Reimbursement

NHRS subsidy for Retiree Health Ins
 Retiree share of Health Ins

Parking Penalties

Parking Penalties

Other Revenue

Cable TV Franchise
 Interest Costs and Penalties
 Finance Charges
 Insurance Distributions & Credits
 Utility Demand Compensation
 Contribution-Purchase of Lots
 Contribution-Purchase of Niches
 Reimbursements
 Sale of Surplus Property
 Miscellaneous
 Advertising Revenue

Appendix E

Classifications - Expense

Compensation

Permanent Full Time
 Permanent Part Time
 Part Time
 Temporary
 Overtime
 Holiday
 Elected & Appointed Officials Comp
 Election Officials Compensation
 Car Allowance
 Computer Allowance
 Clothing Allowance
 Business Expense Allowance
 Compensation Adjustment

Fringe Benefits

Retirement
 FICA
 Beneflex
 Health Ins-Employee & Retiree
 Worker's Compensation Insurance
 Unemployment Insurance

Outside Services

Professional Development & Expense
 Professional Development – Tax & Assessing
 Mileage & Business Expense
 Dues & Memberships
 Building Services and Repairs
 Prof & Tech Serv
 Prof & Tech Serv – Containerized Illegal Dumping
 Prof & Tech Serv – Tax & Assessing
 Prof & Tech Serv – Legal
 Prof & Tech Serv – Personal
 Prof & Tech Serv – Commer Disposal
 Prof & Tech Serv – Dwntrwn Solid Waste
 Prof & Tech Serv – Other
 Wellflex Program Donation Expense
 Business & Tech Equip Repairs
 Industrial Equipment Repairs

Outside Services *continued*

Traffic Light Repairs
 Auto Repairs
 Other Repairs or Installations
 Advertising
 Rent and Op Leases-Tech Equip
 Rent and Op Leases-Land/Build
 Rent and Op Leases-Vehicles
 Special Investigation Expenses
 Special Program Services
 Communications Services
 Postal and Delivery Services
 Other Services

Supplies

Office IT and Printed Supplies
 Photographic and ID Supplies
 Library Books and Materials
 Recreation Supplies and Equipment
 Auto Repair Parts and Supplies
 Grounds and Horticultural Supplies
 Building Maintenance & Repair Supplies
 Welding Supplies & Small Tools
 Minor Tools and Equipment
 Uniforms and Personal Equipment
 COGS (cost of goods sold)
 COGS (cost of goods sold)-Freight
 League & Tournament Expenses
 Laboratory Supplies and Equipment
 Chemicals
 Gasoline Diesel and Lubricants
 Other Supplies and Equipment
 Memorial Flowers
 Special Flowers
 Alarm System Supplies

Utilities

Electricity
 Natural Gas and Propane
 Heating Oil and Kerosene
 Steam
 Water/Wastewater

Appendix E

Insurance

Insurance Deductible and Reserve
 Property Insurance
 Liability Insurance
 Auto Liability and Comp Insurance

Capital Outlay

Cap Outlay<\$10k-Off Bus Equip
 Cap Outlay<\$10k-Veh Equip
 Cap Outlay<\$10k-Other
 Capital Outlay-Comm Equip
 Capital Outlay-Automotive Equip
 Capital Outlay-Infra Impvts
 Capital Outlay-Other

Debt Service

Principal on Bonds and Notes
 Bond Costs
 Interest on Bonds and Notes

Miscellaneous

Misc. Expense
 Taxes-Real Estate
 Cable TV System
 Community Action Program
 Concord Area Transit (CAT)
 Crisis Center of Central NH
 Edna McKenna House
 Friends Program
 Holiday Celebrations
 Intown Concord
 Penacook Community Center
 SPCA
 Special Programs
 City Council Contingency
 Operational Contingency
 New American Africans
 NH Coalition to End Homelessness
 League of NH Craftsmen

Transfer Out

Transfer Out-General Fund
 Transfer to Gen Fund Snow Removal
 Transfer Out-Parking Fund
 Transfer Out-Capital Project Fund
 Transfer Out-Sears Block TIF Capital Project Fund
 Transfer Out-Penacook TIF Capital Fund
 Transfer Out-Golf Course Fund
 Transfer Out-Golf Capital Project Fund
 Transfer Out-Arena Fund
 Transfer Out-Arena Capital Project Fund
 Transfer Out-Solid Waste Fund
 Transfer Out-Solid Waste Capital Fund
 Transfer Out-Water Capital Fund
 Transfer Out-Trust

(GAIN) Loss on F/A Disposals

(Gain) Loss on F/A Disposals

(GAIN) Loss on Refunding

(Gain) Loss on Refunding

Depreciation

Depreciation Expense

Appendix E

GLOSSARY

Accrual - An accrual allows an entity to record expenses and revenues for which it expects to expend cash or receive cash, respectively, in a future reporting period.

Appropriation - A legal authorization granted by the City Council to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and the time period in which it may be expended.

Assessed Value (Taxable) - The total taxable book value of property in the City for municipal purposes only. This is established on April 1st each year by the Concord Board of Assessors.

Balanced Budget - A balanced budget refers to a budget in which revenues are equal to expenditures.

Bond (municipal) - A municipal bond is a debt security issued by a state, municipality or county to finance its capital expenditures.

Budget - An estimation of the revenue and expenses over a specified future period of time.

CAFR (Comprehensive Annual Financial Report) - The CAFR is the industry standard financial report for local governments. The City of Concord's CAFR is recognized as meeting the highest possible level of reporting excellence and complies completely with GAAP.

Capital Budget - A plan of proposed capital outlays and projects and the means of financing them in the current twelve-month period. It is the first year of the Capital Improvement Program (CIP).

Capital Expenditure - Payments made by the City to acquire, upgrade, improve, or extend the life of long-term assets such as property, infrastructure, or equipment with a useful life of more than five years. These expenditures are not for day-to-day operations such as compensation, inventory, maintenance, and advertising.

Capital Budgeting and Accounting - Capital projects can be funded by current revenues (outlays or transfers), grants, or the issuance of bonds. Projects may be small or large, requiring a few months to several years to complete. Relatively small, possibly recurring capital outlays are most likely to be budgeted in operating funds and will appear often in operating department accounts. Unspent outlay funds at year-end typically lapse. Large, more complex, or longer term projects with multiple revenue sources (including bonds), are accounted for in separate Capital Project funds. Capital Project funds do not lapse at year-end, but must be "closed out" at project completion.

Capital Improvement Program (CIP) - A plan for capital expenditures to be incurred each year over ten plus years to meet capital needs arising from the long-term work program or other needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

Classification (of Revenue or Expense) - A grouping of similar line items. See complete listing under Budget Summary, Classification Descriptions.

COMF (Combined Operations and Maintenance Facility) - The facility, constructed in 1990 at 311 North State Street, serves the City General Services operations and Concord School District transportation operations.

Debt Service - Principal and interest payments on bonds issued by the City to fund Capital Projects. This includes debt service on past bond issues, as well as those anticipated in the current year of the CIP.

Depreciation - A method of allocating the cost of a tangible asset over its useful life. Businesses depreciate long-term assets for both tax and accounting purposes. A decrease in value due to wear and tear, decay, decline in price, etc.

Appendix E

ERP (Enterprise Resource Planning System) - an organization-wide computing platform consisting primarily of financial, procurement, human resource, and budget modules, but expandable and flexible enough to eventually provide 24/7 customer self-service and other integrated components.

FTE (Full Time Equivalent) - is a unit of measure that indicates the workload of an employed person in a way that makes workloads comparable across various contexts. An FTE of 1.0 indicates a workload 40 hours per week for 52 weeks per year or 2,080 hours annually ($40 * 52 = 2,080$). For example, a person or position may be budgeted to work 20 hours per week annually, and the calculation would be: $(20 * 52) = 1040$ hrs. and $(1040 / 2080) = .5$ FTE

Function – A term used to identify functional areas (e.g. General Government, Public Safety, Parking, Golf, Solid Waste, Sears Block TIF District).

Fund - A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances (and changes therein), are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance – Generally, fund balance represents the difference between the current assets and current liabilities. The City reserves those portions of fund balance that are legally segregated for a specific future use or which do not represent available, spendable resources and, therefore, are not available for appropriation or expenditure. Unassigned fund balance indicates that portion of fund balance that is available for appropriation in future periods.

The City's fund balance classifications are as follows:

- 1) Nonspendable funds are either undependable in the current form (i.e. inventory or prepaid items) or can never be spent (i.e. perpetual care).
- 2) Restricted funds are used solely for the purpose in which the fund was established. In the case of special revenue funds, these funds are created by statute or otherwise have external constraints on how the funds can be expended.
- 3) Committed funds are reported and expended as a result of motions passed by the highest decision making authority in the government (i.e., the City Council). A resolution, the highest level action, constitutes the most binding constraint should be considered to establish, modify, or rescind a fund balance commitment.
- 4) Assigned funds are used for specific purposes as established by management. These funds, which include encumbrances, have been assigned for specific goods and services ordered but not yet paid for. The City's fund balance policy, approved by City Council, permits the City Manager and Finance Director to assign fund balance amounts to a specific purpose. This account also includes fund balance to be used in the subsequent fiscal year.
- 5) Unassigned funds are available to be spent in future periods.

Fund Equity - Fund equity at the governmental fund financial reporting level is classified as "fund balance". Fund equity for all other reporting is classified as "net position".

Fund Type - Categories into which all funds are placed. Governmental fund types include General, Special Revenue, Tax Increment Finance District (Debt Service), and Capital Project funds, whereas Proprietary fund types include Enterprise funds.

GAAP (Generally Accepted Accounting Principles) Accounting - GAAP standards are established by the Governmental Accounting Standards Board and are similar to standards set for accounting in the private sector. The City complies with this standard.

Appendix E

GAAP (Generally Accepted Accounting Principles) Accounting - GAAP standards are established by the Governmental Accounting Standards Board and are similar to standards set for accounting in the private sector. The City complies with this standard.

GASB (Governmental Accounting Standards Board) - A board whose mission is to establish and improve standards of state and local governmental accounting and financial reporting that results in useful information for users of financial reports.

GASB 45 - Compliance with this accounting requirement reveals the accrued liability for Other Post-Employment Benefits (OPEB) excluding pensions.

GASB 54 - Compliance with this accounting requirement created new categories of fund balance reporting to provide consistency among governmental agencies.

Net Position - Net position represents the difference between assets/deferred outflows and liabilities/deferred inflows. Net investment in capital assets, net of related debt, consist of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowing uses for the acquisition, construction or improvement of those assets. Net position is reported as restricted when there are limitations imposed on their use either through the enabling legislation adopted by the City or through external restrictions imposed by creditors, grantors, or laws or regulations of other governments. The remaining net position is reported as unrestricted.

Overlay and War Credits - This represents a portion of municipal taxes raised to cover the expense of tax appeals and credits against taxes due by veterans.

Reserves or Assigned, Committed, Restricted or Nonspendable Fund Balance - Those portions of fund balance that are not appropriable for general expenditure or that are legally segregated for a specific future use.

Retained Earnings - An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Service Indicators – Are used to describe activities conducted or performed by a program, department, or division. Service Indicators support quantifiable and qualifiable funding levels as indicated in the budget.

Surplus - The portion of prior year Unassigned Fund Balance that may be used to offset current year tax revenues.

Tax Anticipation Notes (TANs) - Notes (or warrants) issued in anticipation of the collection of taxes, usually retirable only from tax collections, and frequently only from the proceeds of the tax levy whose collection they anticipate.

Tax Increment Finance (TIF) District - financing of public improvements with the incremental taxes created either by new construction, expansion, or renovation of property within a defined portion of the community.

Tax Stabilization Reserve - A reserve of general fund committed fund balance on the balance sheet with Council approval. See the City's most recent Comprehensive Annual Financial Report.

Transfers In/Out – Transfers between City funds. In the General Fund, transfers-in from other funds recognize the cost of providing administrative services by the General Fund to Special Revenue and Enterprise Funds. General Services also charges administrative services to the Special Revenue and Enterprise Funds under its management control.

Trust Fund - Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds

Unassigned Fund Balance - The portion of fund equity not assigned, committed, restricted for a specific purpose, or a non-spendable balance. A portion would be available for offsetting future year's expenditures. The City Council Fiscal Goals Committee has set target unassigned fund balance levels to retain for each operating fund to help ensure fiscal health.

Appendix E

STATISTICAL INFORMATION

Community and Economic Profile

The City of Concord is located in Merrimack County, approximately 70 miles north of Boston, Massachusetts, on the Merrimack River in South Central New Hampshire. According to the U.S. Census Bureau, the City has an estimated population of 42,904 as of July 1, 2016, a 0.49% increase over the last official census as of April 1, 2010 number of 42,695, and occupies a land area of 64 square miles.

Concord was originally settled in 1727, incorporated in 1765, and established as the state capital in 1808. Government is by an elected 15-member council and an appointed City Manager. The City also serves as the Merrimack County seat and Federal Court seat. Two separate school districts serve the City - the Concord School District and the Merrimack Valley School District.

Policymaking and legislative authority are vested by City Charter in the 15-member Council. Under the Charter, originally adopted in 1853, and most recently amended in 2012, the appointed City Manager is solely responsible for carrying out the policies and ordinances of the City Council. The Council is elected on a non-partisan basis. Ten ward councilors and the mayor are elected every two years. The four remaining “at-large” councilors are elected to staggered 4-year terms, 2 every 2 years. The current mayor is former City Councilor James P. Bouley, who was first elected mayor in November 2007. In November 2017, he was re-elected for his sixth consecutive term. Thomas J. Aspell, Jr., the City Manager, was appointed in April 2006. The City has had four City Managers since 1978. The City Manager, pursuant to the City Charter, has all appointive and dismissal powers for paid employees of the City. Appointive authority for boards and commissions is shared between the Mayor, City Council and City Manager.

In addition to serving as the seat of state and county government, Concord hosts several federal agencies, and is the only full-service local government among Laconia - 25 miles to the north, Manchester - 20 miles to the south, Keene - 54 miles to the west, and Portsmouth - 50 miles to the east. The City provides and annually appropriates for the following services: water treatment and supply; wastewater collection and treatment; solid waste collection and recycling; highway construction and maintenance, including snow plowing, storm sewer system, and related infrastructure maintenance and construction; prosecutorial, police and fire protective services (including advanced life support); airport, parks, golf course and ice arena; library and recreational facilities and programs; human services; planning, economic and community development, and code enforcement services.

Local Economy

Compared to other cities in New Hampshire, New England, and the Nation, Concord has comparably low unemployment. As reported by the New Hampshire Department of Employment Security, Concord’s unemployment rate as of June 2017 was 2.3%. This compares favorably to New Hampshire’s rate of 2.7% and to the United States rate of 4.5 %. Concord’s rate also remains the lowest among the top three New Hampshire cities with Manchester at 2.7% and Nashua at 2.9%. Concord’s unemployment rates have remained lower than the State since 1992 except for the months of March, April, and June 2005.

The assessed value of taxable property as of April 1, 2016, increased overall by 2.01% compared to April 1, 2015. The cumulative total residential, manufactured homes, and condominiums increased just over 4% in assessed value. The average assessed value of a single-family home in Concord as of April 1, 2016, was \$237,011, up slightly from \$228,355 the year before.

Tax collections percentage as of June 30, 2017, for the 2016 Tax Year was 98.9%, slightly higher than the previous year. Total tax delinquencies for all years were stated at \$2.0 million, down \$0.6 million from the previous year. Vigorous collection efforts by the Tax Collector’s Office have resulted in no material increases in the number of properties which the City takes title through tax deeds. Anticipating increased delinquencies, the Collector’s Office initiated a significant outreach, communication and visitation program to affect this result. The City Council’s Number One Fiscal Goal for cash management is directed towards a targeted property tax collection program which is aimed at maintaining high collection rates.

Appendix E

The City continues to work with existing businesses to maintain and increase their workforce, and has several economic development initiatives underway. During Fiscal Year 2016, the Mayor and Council issued a call to the Greater Concord Chamber of Commerce and the City's Economic Development Advisory Council to provide strategic recommendations that the City should consider to bolster economic development. The most prominent of these measures was the creation of an Economic Development Director position which was subsequently funded as part of the FY 2017 budget. The City hired an Economic Development Director in May 2017 who is working to implement the City's economic development initiatives.

In May 2017, the City entered into a Purchase Option Agreement to sell 2.5 acres of the former Allied Leather Tannery site to the Caleb Development Corporation for \$540,000. Caleb plans to develop a 54-unit workforce housing project at the property. When fully completed, the project will generate \$3 million in new Assessed Value. The developer is in the process of securing permits and approvals for the project, as well as financing. Construction on Phase I of the project (34 units - \$8.6M) is scheduled for summer/fall 2018.

In October 2017, the City Council approved selling the former NH Employment Security property to Dol Soul Properties, L.L.C., for \$1.075 million. The developer plans to construct a new 120,000 SF mixed-use building featuring approximately 100 apartments and 5,000 SF of commercial space. The development is projected to generate \$12.5 million in new Assessed Value. The project is scheduled to begin in fall 2018.

Another key economic development initiative that continued during Fiscal Year 2017 was the \$14 million Downtown Complete Streets Project. The goal of this project is to make downtown a more vibrant, attractive place for economic development activity, including redevelopment of vacant upper stories and construction of market rate housing. Key features of the project include wider sidewalks, improved crosswalks, ADA improvements to 15+/- properties, public art, as well as comprehensive street-scape improvements. The project was completed in fall 2016. The project is already paying dividends, as 31 new residential units in the heart of the project area are slated to start construction in December 2017. In addition, another 130 units, including the Dol Soul Project, are currently in the planning stages. Also, the City has experienced a sharp uptick in developers inquiring about potential opportunities in the downtown area.

Appendix E

Demographics*



Community Contact	Concord Community Development Department Carlos Baia, Deputy City Manager 41 Green Street, City Hall Concord, NH 03301
Telephone	(603) 225-8595
E-mail	communitydevelopment@concordnh.gov
Web Site	www.concordnh.gov
Municipal Office Hours	Monday, Tuesday, Wednesday, Friday, 8 am - 4:30 pm, Thursday, 8 am - 6 pm
County	Merrimack
Labor Market Area	Concord, NH Micropolitan NECTA
Tourism Region	Merrimack Valley
Planning Commission	Central NH Regional
Regional Development	Capital Regional Development Council
Election Districts:	
US Congress	District 2 (All Wards)
Executive Council	District 2 (All Wards)
State Senate	District 15 (All Wards)
State Representative	Merrimack County Districts 11, 27 (Ward 1) 12, 27 (Ward 2) 13, 27 (Ward 3) 14, 27 (Ward 4) 10 (Ward 5) 15, 27 (Ward 6) 16, 27 (Ward 7) 17, 28 (Ward 8) 18, 28 (Ward 9) 19, 28 (Ward 10)

Origin: This area's first settlement in 1659 was named Penacook, for the Indian name Pannukog, meaning crooked place or bend in the river. The first land grant was in 1725, and the town was incorporated as Rumford in 1733. The name was changed to Concord in 1765 upon resolution of a bitter boundary dispute between Rumford and Bow. Its central location was the logical choice for state capital, and Concord was so named in 1808. The State House, built in 1818 and first occupied in 1819, is the oldest in continuous use in the country. In 1853, the State granted Concord a city charter. It was in Concord that the Abbotts built the famous Concord Coach, modeled after the coronation coach for King George III. Granite quarrying has been another major industry, and Concord's quarries supplied granite for the US Library of Congress. Concord was home to Franklin Pierce, 14th President of the United States, following his presidency.

Villages and Place Names: Concord Heights, East Concord, Penacook, Riverhill, West Concord, Curtisville, Diamond Hill

Population, Year of the First Census Taken: 1,747 residents in 1790

Appendix E

Population Trends: Concord had the tenth largest numeric change in population, totaling 13,546 over 55 years, from 28,991 in 1960 to 42,537 in 2015. The largest decennial percent change was a 22 percent increase between 1980 and 1990; all other decades increased by ten percent or less. The 2015 Census estimate for Concord was 42,537 residents, which ranked third among New Hampshire's incorporated cities and towns.

Population Density and Land Area, 2015 (US Census Bureau): 665.1 persons per square mile of land area. Concord contains 64.0 square miles of land area and 3.2 square miles of inland water area.

Housing (American Community Survey (ACS) 2011-2015)

Total Housing Units	18,257
Single-Family Units, Detached or Attached	9,262
Units in Multiple-Family Structures:	
Two to Four Units in Structure	2,937
Five or More Units in Structure	4,927
Mobile Homes and Other Housing Units	1,131

Demographics (US Census Bureau)

<u>Total Population</u>	<u>Community</u>	<u>County</u>
2015	42,537	147,262
2010	42,695	146,445
2000	40,765	136,716
1990	36,994	120,618
1980	30,400	98,302
1970	30,022	80,925

Demographics (ACS 2011-2015)

Population by Age Group

Under age 5	2,225
Age 5 to 19	7,210
Age 20 to 34	9,258
Age 35 to 54	12,102
Age 55 to 64	5,633
Age 65 and over	6,109
Median Age	40.1 years
Population by Gender	

Male:	20,609
Female:	21,928

Appendix E

Labor Force (NHES - ELMI)

	<u>2006</u>	<u>2016</u>
Annual Average		
Civilian Labor Force	21,756	22,460
Employed	21,078	21,910
Unemployed	678	550
Unemployment Rate	3.1%	2.4%

Employment & Wages (NHES - ELMI)

	<u>2006</u>	<u>2016</u>
Annual Average Covered Employment		
Goods Producing Industries		
Average Employment	2,002	1,589
Average Weekly Wage	\$858	\$1,134
Service Providing Industries		
Average Employment	27,113	27,793
Average Weekly Wage	\$723	\$947
Total Private Industry		
Average Employment	29,115	29,381
Average Weekly Wage	\$732	\$958
Government (Federal, State, and Local)		
Average Employment	11,848	11,015
Average Weekly Wage	\$776	\$1,076
Total, Private plus Government		
Average Employment	40,963	40,396
Average Weekly Wage	\$745	\$990

Source: <https://www.nhes.nh.gov/elmi/products/cp/profiles-htm/concord.htm>

Economic & Labor Market Information Bureau, NH Employment Security, November 2017.

Appendix E

Projected Ending FY19 Fund Balance/Net Position

Fund	Estimated Beginning FY19 Fund Balance/ Net Position	FY19 Budget Revenue	FY19 Budget Expense	Projected Increase/(Decrease) in Fund Balance/ Net Position	Projected Ending FY19 Fund Balance/ Net Position	% Change
General Fund	19,138,941	65,049,302	65,049,302	-	19,138,941	0%
Engineering Inspection Fund	27,151	315,050	314,269	781	27,932	3%
Parking Fund	(11,955)	2,571,902	2,527,750	44,152	32,197	-369%
Airport Fund	505,240	365,199	445,908	(80,709)	424,531	-16%
Conservation Property Management Fund	29,636	115,187	115,187	-	29,636	0%
Total Special Revenue Funds	550,072	3,367,338	3,403,114	(35,776)	514,296	-7%
Water Fund	53,110,859	6,295,160	6,422,623	(127,463)	52,983,396	0%
Sewer Fund	49,387,740	7,502,760	8,264,461	(761,701)	48,626,039	-2%
Solid Waste Fund	1,214,671	4,374,084	4,359,198	14,886	1,229,557	1%
Non-Major	1,138,578	1,705,319	1,798,986	(93,667)	1,044,911	-8%
Total Enterprise Funds	104,851,848	19,877,323	20,845,268	(967,945)	103,883,903	-1%
N End Opportunity Corridor TIF	1,322,289	510,520	244,280	266,240	1,588,529	20%
Sears Block TIF District	201,607	1,046,530	1,005,005	41,525	243,132	21%
Penacook Village TIF District	89,325	60,595	58,410	2,185	91,510	2%
Total Debt Service Funds	1,613,221	1,617,645	1,307,695	309,950	1,923,171	19%

For Budgetary Purposes Only

Appendix E

Projected Ending FY19 Fund Balance/Net Position Description

Parking Fund

This budget reflects the implementation of the first phase of a strategic plan to return the Parking fund to self-supporting operation. The projected fund balance goes from a net loss to a positive net position.

Airport Fund

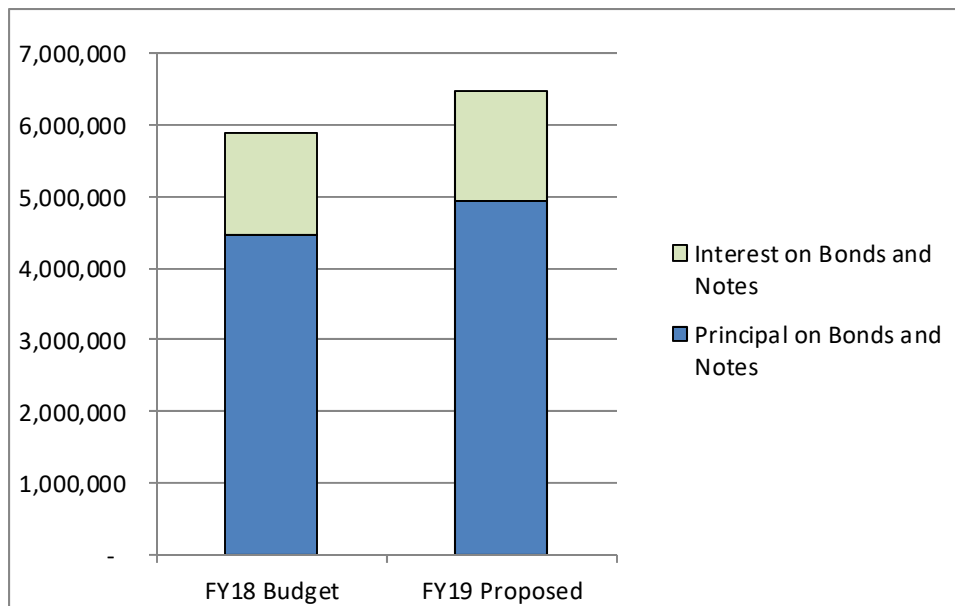
Changes in the use of small general aviation airports continues to place significant pressure on this fund. Operating, maintenance, and capital needs continue to be incurred as necessitated by Federal obligations. The fund remains in a positive fund balance position at this time, although fund deficits have become structural. Long term economic growth in this segment of the economy is needed before this fund will return to a positive operating position.

Tax Increment Finance (TIF) Districts/Debt Service Funds

The three TIF districts anticipate growth in tax revenue greater than their budgeted expenses. Two of the districts North End Opportunity Corridor and Penacook Village are anticipated to retain more revenue in this budget.

Aggregated Debt Service - Other Appropriations (Non General Fund)

Debt Service	FY18 Budget	FY19 Proposed
Interest on Bonds and Notes	1,412,404	1,547,445
Principal on Bonds and Notes	4,459,514	4,922,400
Grand Total	5,871,918	6,469,845



Appendix E

Departmental Fund Relationship

Department	Major Funds					Non-Major Funds			
	General Fund	Major Capital Projects Fund	Enterprise Funds					Special Revenue Funds	Debt Service Funds
			Water Fund	Sewer Fund	Solid Waste Fund	Arena Fund	Golf Fund		
City Manager	X	X						X	X
Legal	X								
Assessing	X								
Human Resources	X								
Finance	X	X	X	X	X	X	X	X	X
Information Technology	X	X							
City Council	X								
City Clerk	X								
General Overhead	X	X	X	X	X	X	X	X	X
Police	X	X						X	
Fire	X	X							
General Services	X	X	X	X	X	X		X	X
Community Development	X	X						X	
Library	X								
Parks & Recreation	X	X					X		
Human Services	X								

General Fund Pro Forma
FY2018 - FY2024

REVENUES	FY18 Budget	FY18 Estimated	FY19 Budget	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Property Taxes	39,009,301	39,050,000	40,817,710	43,893,606	46,991,634	49,762,417	54,034,681	56,763,599
Payment-In-Lieu of Tax	700,503	709,719	716,937	716,900	716,900	716,900	716,900	716,900
Cable TV Franchise	918,460	900,370	900,370	900,400	900,400	918,400	936,800	936,800
Motor Vehicle Registrations	6,389,000	6,900,000	6,740,000	6,841,100	6,943,700	7,082,600	7,224,300	7,332,700
Rooms and Meals Tax	2,190,811	2,190,000	2,190,000	2,190,000	2,190,000	2,190,000	2,255,700	2,255,700
Highway Block Grant	1,634,370	1,634,370	885,340	885,300	885,300	885,300	885,300	885,300
Ambulance Service Charge	1,600,000	1,750,000	1,750,000	1,767,500	1,785,200	1,820,900	1,857,300	1,885,200
NHRS subsidy for Retiree Health Ins	963,150	957,000	962,060	952,400	938,100	924,000	914,800	905,700
Transfer In-Water Fund	819,878	819,881	861,300	869,900	878,600	887,400	900,700	914,200
Transfer In-Wastewater Fund	1,029,243	1,029,243	1,095,684	1,106,600	1,117,700	1,128,900	1,145,800	1,163,000
Other	8,718,760	8,274,454	8,185,561	8,181,900	8,220,800	8,218,000	8,255,100	8,293,500
Total Revenues	63,973,476	64,215,037	65,104,962	68,305,606	71,568,334	74,534,817	79,127,381	82,052,599

EXPENDITURES:

O&M Expenses	53,453,467	52,250,916	55,551,738	57,877,500	60,356,400	62,843,500	65,575,000	68,279,900
Capital Transfer	391,750	391,750	443,250	605,250	426,000	621,000	701,000	459,000
Transfer Out to SW	1,053,684	1,053,684	1,013,313	1,100,649	1,128,165	1,156,369	1,185,279	1,214,911
Transfer Out Trust & Other Funds	2,752,625	2,674,400	1,066,731	1,066,731	1,273,720	1,375,661	1,375,700	1,375,700
Capital Outlay	115,210	81,820	28,900	38,900	38,900	38,900	38,900	38,900
(New) Tax Rate Portion of Paving Program				207,020	101,961		-	-
Authorized Unissued Debt		4,761,449						
Bonded CIP	<u>Informational</u>		5,238,000	11,242,400	7,148,000	21,631,000	8,039,000	6,235,000
Associated Debt Service		484,081	532,530	1,199,189	798,193	2,415,462	937,883	727,417
Debt Service								
Future Debt Service Estimate				1,016,610	2,192,470	2,937,350	5,278,060	6,076,290
Debt Service	6,206,740	6,097,740	7,001,030	6,392,946	6,050,718	5,562,037	4,973,442	4,607,898
Total Expenditures	63,973,476	62,550,310	65,104,962	68,305,606	71,568,334	74,534,817	79,127,381	82,052,599

Overlay & War Service Credit	567,400	567,800	567,800	567,800	567,800	567,800
<u>Amount to be Raised by Property Taxes</u>	41,385,110	44,461,406	47,559,434	50,330,217	54,602,481	57,331,399
Assessed Value (000)	4,055,231	4,069,231	4,083,231	4,097,231	4,111,231	4,125,231
Projected Property Tax Rate	10.21	10.93	11.65	12.28	13.28	13.90
Projected Increase		7.1%	6.6%	5.4%	8.1%	4.7%

**Parking Fund Pro Forma
FY2018 - FY2024**

		FY2018 Budget	FY2018 Estimated	FY2019 Request	FY2020 Projected	FY2021 Projected	FY2022 Projected	FY2023 Projected	FY2024 Projected
REVENUES:									
	Revenue	\$ 1,702,474	\$ 1,706,860	\$ 2,196,786	\$ 2,682,060	\$ 2,948,883	\$ 3,074,731	\$ 3,376,454	\$ 3,397,986
	Transfer: Sears Block TIF District	\$ 205,130	\$ 205,130	\$ 223,910	\$ 225,144	\$ 223,854	\$ 224,718	\$ 247,371	\$ 335,593
	Transfer: School Street Reserve	\$ 10,500	\$ 10,500	\$ 10,500	\$ 16,301	\$ 16,171	\$ 16,041	\$ 15,910	\$ 15,780
	Transfer: General Fund	\$ -	\$ -	\$ 40,706	\$ 38,209	\$ 42,454	\$ 126,892	\$ 129,566	\$ 143,590
	Transfer: Trust	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	\$ 750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL REVENUES	\$ 1,918,854	\$ 1,922,490	\$ 2,471,902	\$ 2,961,714	\$ 3,231,363	\$ 3,442,381	\$ 3,769,300	\$ 3,892,949
EXPENDITURES:									
	O&M Expenses	\$ 1,214,744	\$ 1,193,803	\$ 1,425,565	\$ 1,465,350	\$ 1,708,929	\$ 1,648,494	\$ 1,833,934	\$ 1,807,764
	Overhead	\$ 107,030	\$ 107,030	\$ 106,070	\$ 109,252	\$ 112,294	\$ 115,427	\$ 118,653	\$ 121,976
	Transfer to Trust	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500
Capital Improvement Program									
	Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Capital Transfer	\$ -	\$ 5,000	\$ 30,000	\$ 6,000	\$ 7,000	\$ 14,500	\$ 66,000	\$ 48,000
	Bonds			\$ 330,000	\$ 807,500	\$ 3,715,000	\$ 290,000	\$ 650,000	\$ -
Debt Service									
	Prior Year Debt Service (FY2018 & Prior)	\$ 769,610	\$ 769,610	\$ 955,615	\$ 928,335	\$ 902,889	\$ 831,680	\$ 803,719	\$ 775,749
	Authorized Un-Issued Debt Service (FY2018 & Prior)	\$ -	\$ -	\$ -	\$ 238,293	\$ 232,838	\$ 227,382	\$ 221,927	\$ 216,471
	Future Debt Service Estimate (FY2019 & Future)	\$ -	\$ -	\$ -	\$ 42,750	\$ 328,153	\$ 694,290	\$ 703,263	\$ 734,743
	TOTAL EXPENDITURES	\$ 2,101,884	\$ 2,085,943	\$ 2,527,750	\$ 2,800,480	\$ 3,302,603	\$ 3,542,275	\$ 3,757,996	\$ 3,715,203
	PROJECTED NET	\$ (183,030)	\$ (163,453)	(\$55,848)	\$161,233	(\$71,240)	(\$99,894)	\$11,304	\$177,746
FUND POSITION:									
	Beginning Working Capital	\$151,498	\$151,498	(\$11,955)	(\$67,803)	\$93,431	\$22,190	(\$77,704)	(\$66,400)
	Ending Working Capital (Fund Balance)	(\$31,532)	(\$11,955)	(\$67,803)	\$93,431	\$22,190	(\$77,704)	(\$66,400)	\$111,346
	Fund Balance Fiscal Policy Goal 10% of Expenses	\$210,188	\$208,594	\$252,775	\$280,048	\$330,260	\$354,227	\$375,800	\$371,520

Airport Fund Pro Forma FY 2018-2024

	FY18 Budget	FY18 Estimate	FY19 Request	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
REVENUES:								
Leases and Operations:	351,177	361,393	365,199	369,054	372,957	376,908	380,909	384,959
Total Revenues	351,177	361,393	365,199	369,054	372,957	376,908	380,909	384,959
EXPENDITURES:								
O&M Expenses:	325,763	304,526	344,708	355,050	369,250	385,870	405,160	425,420
Overhead:	41,212	41,212	42,804	44,090	45,410	47,230	49,360	51,580
CIP :								
Capital Transfer	15,000	15,000	25,556	11,750	26,400	11,400	63,332	-
Bonded CIP	-	-	63,510	-	-	60,000	-	177,778
Debt Service:								
Future Debt Service Estimate				2,598	3,733	6,330	7,340	13,604
Existing Debt Service Estimate	33,640	33,640	32,840	29,988	29,138	23,288	17,638	17,088
Total Expenditures	415,615	394,378	445,908	443,476	473,931	474,118	542,830	507,691
Projected Net	(64,438)	(32,985)	(80,709)	(74,422)	(100,974)	(97,210)	(161,921)	(122,732)
FUND POSITION:								
Beginning Working Capital	538,225	538,225	505,240	424,531	350,109	249,135	151,925	(9,996)
Ending Working Capital	473,787	505,240	424,531	350,109	249,135	151,925	(9,996)	(132,728)
10% of Expenses	41,562	39,438	44,591	44,348	47,393	47,412	54,283	50,769

Golf Fund Pro Forma
FY2018 - FY2024

REVENUES:

	FY18	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Sales and Operations	Budget	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Camps	37,690	18,160	26,324	26,587	26,853	27,390	27,938	28,497
Seasonal Passes	256,000	210,000	225,225	225,225	227,477	232,027	236,667	241,401
Daily Fees League & Tournament Fees	355,000	355,000	360,000	367,200	374,544	385,780	397,354	405,301
Cart Rental	155,000	140,360	155,000	159,650	164,440	169,373	174,454	177,943
Handicapping	7,000	5,790	6,000	6,000	6,000	6,120	6,242	6,367
Driving Range	55,000	49,850	55,000	56,100	57,222	58,366	59,534	60,724
Golf Simulator Revenue	66,000	64,000	65,000	66,300	67,626	68,979	70,358	71,765
Investment Income	110	260	250	250	-	-	-	-
Concession Income	42,000	35,500	42,000	42,000	42,000	42,840	43,697	44,571
Advertising Revenue: Scorecard and Tee Signs	15,000	7,500	10,000	20,000	20,000	20,000	20,000	20,000
Miscellaneous	1,000	20	-	-	-	-	-	-
Pro Shop Sales Pro Shop Sales-Rentals & Other	136,000	124,870	126,000	127,890	129,808	132,405	135,053	137,754
Transfer In-General Fund	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenues	1,125,800	1,011,310	1,070,799	1,097,202	1,115,970	1,143,279	1,171,297	1,194,323

EXPENDITURES:

O&M Expenses	955,002	937,026	948,894	967,872	987,229	1,026,718	1,062,654	1,083,907
Overhead	76,650	76,650	76,650	76,650	76,650	76,650	79,333	80,919
Capital Program								
Capital Outlay	-	-	-	-	-	-	-	-
Transfer to CIP	-	-	-	-	25,000	-	-	-
Authorized Unissued Debt	Informational		19,000					
Bonded CIP Program			75,000	90,000	135,000	125,000	110,000	100,000
Debt Service								
Future Debt Service Estimate				10,457	20,737	35,227	48,135	59,053
Existing Debt Service Schedule	75,565	75,565	95,530	84,000	80,862	51,744	34,440	31,433
Total Expenditures	1,107,217	1,089,241	1,121,074	1,138,979	1,190,478	1,190,339	1,224,561	1,255,312

Projected Net	18,583	(77,931)	(50,275)	(41,776)	(74,508)	(47,060)	(53,265)	(60,990)

FUND POSITION:

Adjusted Beginning Working Capital	11,037	11,037	(66,894)	(117,169)	(158,945)	(233,453)	(280,513)	(333,778)
Ending Working Capital	29,620	(66,894)	(117,169)	(158,945)	(233,453)	(280,513)	(333,778)	(394,768)
10% of expenses	110,722	108,924	112,107	113,898	119,048	119,034	122,456	125,531

Arena Fund Pro Forma
FY2018 - FY2024

	FY 18 Budget	FY 18 Estimate	FY 19 Request	FY 20 Projected	FY 21 Projected	FY 22 Projected	FY 23 Projected	FY 24 Projected
REVENUES:								
Sale and Operations	\$ 601,535	\$ 620,261	\$ 614,995	\$ 624,835	\$ 631,083	\$ 637,394	\$ 643,768	\$ 650,206
Winter Ice Prime Rate/Hr	\$ 260	\$ 260	\$ 260	\$ 265	\$ 268	\$ 270	\$ 273	\$ 276
Winter Ice Non-Prime Rate/Hr	\$ 190	\$ 190	\$ 190	\$ 194	\$ 198	\$ 200	\$ 208	\$ 208
Winter In HS Games Rate /Hr	\$ 270	\$ 270	\$ 270	\$ 273	\$ 278	\$ 281	\$ 292	\$ 292
Transfer In-GF (Share of Debt)								
Total Revenues	\$ 601,535	\$ 620,261	\$ 614,995	\$ 624,835	\$ 631,083	\$ 637,394	\$ 643,768	\$ 650,206
EXPENDITURES:								
O&M Expenses	\$ 478,651	\$ 439,613	\$ 502,239	\$ 512,280	\$ 522,530	\$ 532,980	\$ 543,600	\$ 554,500
Overhead	\$ 65,797	\$ 65,797	\$ 69,123	\$ 71,888	\$ 74,763	\$ 77,754	\$ 80,864	\$ 84,099
Capital Program								
Capital Outlay	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	
Capital Transfer	\$ 16,000	\$ 16,000	\$ 32,100	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded CIP			\$ -	\$ -	\$ 175,000	\$ 175,000	\$ 85,000	\$ 650,000
Debt Service								
Prior Year CIP Debt Service	\$ -				\$ -	\$ 10,500	\$ 28,000	\$ 66,550
Future Debt Service Estimate	\$ -			\$ -	\$ -	\$ 10,500	\$ 38,500	\$ 105,050
Existing Debt Service	\$ 55,010	\$ 55,010	\$ 74,450	\$ 65,610	\$ 63,860	\$ 57,110	\$ 55,560	\$ 54,260
Total Expenditures:	\$ 615,458	\$ 576,420	\$ 677,912	\$ 649,778	\$ 661,153	\$ 678,344	\$ 718,524	\$ 797,909
Projected Net	\$ (13,923)	\$ 43,841	\$ (62,917)	\$ (24,943)	\$ (30,070)	\$ (40,950)	\$ (74,756)	\$ (147,703)
FUND POSITION:								
Beginning Working Capital	\$ 222,396	\$ 222,396	\$ 266,237	\$ 203,320	\$ 178,377	\$ 148,307	\$ 107,357	\$ 32,601
Ending Working Capital	\$ 208,473	\$ 266,237	\$ 203,320	\$ 178,377	\$ 148,307	\$ 107,357	\$ 32,601	\$ (115,102)
10% of expenses	\$ 61,546	\$ 57,642	\$ 67,791	\$ 64,978	\$ 66,115	\$ 67,834	\$ 71,852	\$ 79,791

Solid Waste Fund Pro Forma
FY2018 - FY2024

	FY18 Budget	FY 18 Estimate	FY19 Request	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY 24 Projected
REVENUES:								
MV Waste & HHW Recycling	99,961	99,961	99,536	100,531	101,537	102,552	103,578	104,613
PAYT	1,603,155	1,605,665	1,618,900	1,635,436	1,649,229	1,666,986	1,685,008	1,703,300
Commercial & Other	1,415,250	1,437,046	1,641,035	1,665,651	1,690,635	1,715,995	1,741,735	1,767,861
Transfer In-GF	1,054,684	1,054,984	1,014,313	1,100,649	1,128,165	1,156,369	1,185,279	1,214,911
Other	300	100	300	300	300	300	300	300
Total Revenues	4,173,350	4,197,756	4,374,084	4,502,567	4,569,866	4,642,202	4,715,899	4,790,985
EXPENDITURES:								
Closed Landfills	69,233	64,841	62,846	64,731	66,673	68,674	70,734	72,856
Recycling	1,060,530	1,049,871	1,073,804	1,100,649	1,128,165	1,156,369	1,185,279	1,214,911
PAYT/Refuse	1,545,629	1,531,838	1,542,441	1,588,714	1,636,376	1,685,467	1,736,031	1,788,112
Commercial & Other	1,425,225	1,437,316	1,641,385	1,682,420	1,724,480	1,767,592	1,811,782	1,857,076
Capital Program								
Capital Transfer	10,000	10,000	10,000					
Bonded CIP			-	-	125,000	45,000	-	-
Debt Service								
Future Debt Service Estimate				-	-	13,960	18,610	18,100
Existing Debt Service Schedule	29,300	29,300	28,722	28,142	27,412	23,682	21,042	20,532
Total Expenditures	4,139,917	4,123,166	4,359,198	4,464,656	4,583,106	4,715,744	4,843,477	4,971,587
Projected Net	33,433	74,590	14,886	37,910	(13,240)	(73,542)	(127,578)	(180,602)
FUND POSITION:								
Beginning Working Capital	1,192,933	1,192,933	1,267,523	1,282,409	1,320,319	1,307,079	1,233,537	1,105,959
Projected Net	33,433	74,590	14,886	37,910	(13,240)	(73,542)	(127,578)	(180,602)
Ending Working Capital	1,226,366	1,267,523	1,282,409	1,320,319	1,307,079	1,233,537	1,105,959	925,357
Target Goal	413,992	412,317	435,920	446,466	458,311	471,574	484,348	497,159

Water Fund Pro Forma
FY2018 - FY2024

	FY18 Budget	FY 18 Estimate	FY19 Request	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY 24 Projected
REVENUES:								
Sales and Operations	4,468,020	4,600,000	4,764,850	4,931,620	5,154,885	5,348,193	5,535,379	5,729,118
Fixed Rate	1,298,000	1,295,000	1,295,000	1,301,475	1,307,982	1,314,522	1,321,095	1,327,700
Services	77,500	98,750	87,500	90,125	92,829	95,614	98,482	101,436
Investment Fees	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Reimbursements	43,290	43,290	40,160	40,963	42,192	43,458	44,762	46,104
Other	42,150	76,340	87,650	91,156	94,802	98,594	102,538	106,640
Total Revenues	5,948,960	6,133,380	6,295,160	6,475,339	6,712,690	6,920,381	7,122,256	7,330,999
Anticipated Revenue from Increases			139,800	197,265	193,308	187,187	193,738	171,874
Net from October Rate Change			104,850	147,949	144,981	140,390	145,304	128,905
Rate Increase			3.00%	3.50%	4.00%	3.75%	3.50%	3.50%
EXPENDITURES:								
O&M Expenses	2,913,150	2,766,619	2,958,575	3,047,332	3,138,752	3,232,915	3,329,902	3,429,799
Overhead	819,878	819,878	861,300	887,139	913,753	941,166	969,401	998,483
Capital Program								
Capital Outlay	119,000	136,840	119,000	123,000	127,000	132,000	138,000	145,000
Capital Transfer	210,250	210,250	172,375	190,375	126,750	175,750	156,250	189,750
Transfer to Trust	220,000	220,000	235,000	220,000	220,000	220,000	220,000	220,000
Bonded CIP			1,759,500	3,952,500	1,992,500	2,295,000	2,945,000	1,965,000
Debt Service								
Prior Year CIP Debt Service				227,128	472,932	183,856	255,056	316,752
Future Debt Service Estimate				227,128	700,060	883,916	1,138,972	1,455,723
Existing Debt Service Schedule	1,956,830	1,942,630	2,076,373	1,812,151	1,722,711	1,612,974	1,547,542	1,475,535
(Gain) Loss on Refunding								
Total Expenditures	6,239,108	6,096,217	6,422,623	6,507,126	6,949,026	7,198,720	7,500,067	7,914,290
Projected Net	(290,148)	37,163	(127,463)	(31,787)	(236,336)	(278,340)	(377,811)	(583,292)
FUND POSITION:								
Beginning Working Capital	3,456,564	3,456,564	3,493,727	3,366,264	3,334,477	3,098,141	2,819,801	2,441,991
Ending Working Capital	3,166,416	3,493,727	3,366,264	3,334,477	3,098,141	2,819,801	2,441,991	1,858,699
25% Operation Expenses	728,288	728,288	739,644	761,833	784,688	808,229	832,476	857,450
25% Debt Service / \$500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
10% Rate Stabilization (5-15%)	446,802	460,000	476,485	493,162	515,488	534,819	553,538	572,912
Target Working Capital	1,675,090	1,688,288	1,716,129	1,754,995	1,800,177	1,843,048	1,886,014	1,930,362

Wastewater Fund Pro Forma

FY 2018-2024

	FY18 Budget	FY 18 Estimate	FY19 Request	FY20 Projected	FY21 Projected	FY 22 Projected	FY 23 Projected	FY 24 Projected
REVENUES:								
Sales and Operations	6,293,000	6,475,000	6,521,960	6,880,668	7,392,113	7,965,002	8,582,289	9,247,417
Fixed Rate	589,500	633,270	560,000	565,600	571,256	576,969	582,738	588,566
Grants	275,578	267,182	234,350	366,577	360,730	91,559	48,092	41,088
Services	3,000	3,900	1,500	1,500	1,500	1,500	1,500	1,500
Investment Fees	40,000	29,150	40,000	40,000	40,000	40,000	40,000	40,000
Reimbursements	38,115	43,290	40,160	41,365	42,606	43,884	45,200	46,556
Other	42,480	84,580	104,790	107,934	111,172	114,507	117,942	121,480
Total Revenues	7,453,662	7,536,372	7,502,760	8,003,643	8,519,376	8,833,420	9,417,762	10,086,607
Anticipated Revenue from Increases			253,280	358,708	464,445	572,889	617,288	665,127
Net from October Rate Change			189,960	269,000	348,300	429,700	463,000	498,800
Rate Increase			4.00%	5.50%	6.75%	7.75%	7.75%	7.75%
EXPENDITURES:								
O&M Expenses	4,215,387	4,167,143	3,999,002	4,118,972	4,242,541	4,369,817	4,500,912	4,635,939
Overhead	1,029,243	1,029,943	1,095,684	1,128,555	1,162,411	1,197,283	1,233,202	1,270,198
Capital Program								
Capital Outlay	58,000	58,000	58,000	61,500	63,500	65,500	67,500	70,000
Capital Transfer	70,250	70,250	94,375	80,375	66,750	100,750	176,250	74,750
Transfer to Trust	160,000	160,000	175,000	175,000	175,000	175,000	175,000	175,000
Bonded CIP			3,128,500	2,195,000	3,752,500	5,517,500	3,045,000	2,767,000
Debt Service								
Prior Year CIP Debt Service	-		-	384,528	237,266	445,948	647,978	293,747
Future Debt Service Estimate				384,528	621,793	1,067,741	1,715,719	2,009,466
Existing Debt Service Schedule	2,389,780	2,282,029	2,842,400	2,721,490	2,063,840	1,860,420	1,782,960	1,701,060
(Gain) Loss on Refunding								
Total Expenditures	7,922,660	7,767,365	8,264,461	8,670,419	8,395,835	8,836,512	9,651,543	9,936,413
Projected Net	(468,998)	(230,993)	(761,701)	(666,776)	123,541	(3,092)	(233,781)	150,194
FUND POSITION:								
		211,156	Current Portion of State Grant					
Beginning Working Capital	4,330,698	4,330,698	4,310,861	3,549,160	2,882,384	3,005,925	3,002,833	2,769,052
Ending Working Capital	3,861,700	4,310,861	3,549,160	2,882,384	3,005,925	3,002,833	2,769,052	2,919,246
25% Operation Expenses	1,311,158	1,299,272	1,273,672	1,311,882	1,351,238	1,391,775	1,433,528	1,476,534
25% Debt Service / \$500,000	500,000	500,001	500,000	500,000	500,000	500,000	500,000	500,000
10% Rate Stabilization (5-15%)	629,300	647,500	652,196	688,067	739,211	796,500	858,229	924,742
Target Working Capital	2,440,458	2,446,773	2,425,868	2,499,948	2,590,449	2,688,275	2,791,757	2,901,276