

CITY OF CONCORD



OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2020
JULY 1, 2019 – JUNE 30, 2020

For the City of Concord, New Hampshire, as
adopted by the Concord City Council on
June 17, 2019.


City Manager

Table of Contents

	<u>Page No.</u>
<u>Schedule</u>	5
<u>Transmittal Letter</u>	6
 <u>Budget Summary</u>	
Revenue by Function.....	19
Expense by Function.....	20
Revenue by Classification.....	21
Expense by Classification.....	23
Citywide Organizational Chart.....	25
Position/Full Time Equivalent (FTE) Information.....	26
 <u>Resolutions</u>	
Summary Resolution.....	35
Budget Resolution.....	36
Bonded Project Resolution.....	37
 <u>General Fund</u>	
Revenue.....	39
 General Government	
Budget Summary.....	47
City Manager.....	48
Legal.....	52
Assessing.....	55
Human Resources.....	58
Finance.....	61
Information Technology.....	64
City Council.....	67
City Clerk.....	83
General Overhead.....	86
 Public Safety	
Budget Summary.....	92
Police.....	93
Fire.....	99
 General Services	
General Services.....	103
Supplemental Reports—Snow and Ice Control and Downtown Services	

Table of Contents

	<u>Page No.</u>
Community Development	
Community Development.....	107
Leisure Services	
Budget Summary	111
Library	112
Parks and Recreation.....	115
Human Services	
Human Services	118
 <u>Special Revenue Funds</u>	
Budget Summary	121
Project Inspection Fund	122
Parking Fund.....	125
Airport Fund	134
Conservation Property Fund	137
Golf Fund.....	139
Arena Fund	143
Solid Waste Fund.....	147
 <u>Enterprise Funds</u>	
Budget Summary	151
Water Fund	152
Wastewater Fund	156
 <u>Tax Increment Finance (TIF) Districts and Capital Improvement Program (CIP)</u>	
Budget Summary	160
Tax Increment Finance Districts.....	161
North End Opportunity Corridor TIF	162
Sears Block (Capital Commons) TIF.....	164
Penacook Village TIF	166
CIP Introduction and Prioritization of Projects	168
CIP Appropriation by Funding Source	170
CIP Appropriation and Repurposing by Department.....	171
CIP Project Listing	174
Ratios of Long Term Debt Outstanding and Legal Limits	178
Ratios of Outstanding Debt by Debt Type.....	179
Assessed and Estimated Full Value of Real Property.....	180
Change in Fund Balances, Governmental Funds.....	181
CIP Budget Listing by Funding Source	182
CIP Summary Listing	188
Project by Funding Source.....	189
Project by Category	210
Project Detail	236

Table of Contents

<u>Appendices</u>	<u>Page No.</u>
Appendix A — Compensation	556
Appendix B — Program Change Requests	568
Appendix C — Goals and Policies	573
Appendix D — Glossary and Other Information	580
Appendix E — Pro Formas	599

Finance Committee Budget Schedule

May 16	(Thursday)		Budget Delivery to City Council
May 20	(Monday)	5:30 PM	City Manager's Fiscal Year 2020 Budget Presentation -Schedule -Transmittal Letter -Budget Summaries -Resolutions -General Fund Revenue Non Public Session
May 23	(Thursday)	5:30 PM	General Government (Administration) Public Safety -Police -Fire General Services
May 27	(Monday)		Holiday
May 30	(Thursday)	5:30 PM	Community Development Leisure Services -Library -Parks and Recreation Human Services Capital Improvement Program -TIF Districts -Capital
June 3	(Monday)	5:30 PM	Special Revenue Funds -Project Inspection -Parking -Airport -Conservation Property -Golf Course -Arena -Solid Waste Enterprise Funds -Water -Wastewater
June 6	(Thursday)	7:00 PM	City Council Meeting - Public Hearings
June 10	(Monday)		Regular City Council Meeting
June 17	(Monday)	5:30 PM	City Council Meeting - Budget Adoption



CITY OF CONCORD

New Hampshire's Main Street™

DATE: May 10, 2019
TO: Honorable Mayor James Bouley and the Concord City Council
FROM: Thomas J. Aspell, Jr., City Manager
SUBJECT: Fiscal Year 2020 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, 2019 through June 30, 2020.

This balanced budget strengthens public safety, adds to the community's social safety network, invests in human capital and municipal infrastructure, provides an enhanced quality of life to our residents, and prepares us for a sustainable, long-term future; all done while maintaining the City's strong financial position and bond rating of AA+. This fiscally conservative budget proposes a tax rate increase of 1.92%, and a \$500,000 reduction in General Fund bonded capital projects as compared to Fiscal Year 2019.

Fiscal Year 2019 Highlights

Accomplishments this past fiscal year included:

Public Safety

- Continued Facility Improvements at Fire and Police Stations and City Hall;
- Taser Replacement;
- Police Department Video System Replacement; and
- Replacement of Ambulance 7.

Human Capital

- Hired new full-time Health and Licensing Officer in Code Administration;
- Hired new Building Inspector;
- Hired new Treasurer/Tax Collector;
- Hired new Library Technicians to staff new Community Center; and
- Hired new Community Center staff;
 - Maintenance Technician
 - Two Part-time Recreation Specialists
 - Part-time Custodian
 - Six part-time Guest Services Associates

Fiscal Year 2020 Budget Transmittal Letter

General Infrastructure

- Continued Phased Replacement of Beaver Meadow Irrigation System;
- Continued Water Main Replacements;
- Completed engineering for Replacement of Primary Clarifier at Hall Street Wastewater Treatment Plant;
- Continued implementation of the Enhanced Neighborhood Street Paving Program;
- Completed water infrastructure work around Concord High School and adjacent streets;
- Completed terminal lobby improvements at Concord Municipal Airport;
- Continued Renovation of School Street Parking Garage;
- Completed Multi-Purpose Building at White Park;
- Opened new Multi-Generational Community Center; and
- Replaced Point of Sale software at Beaver Meadow Golf Course.

Financial Position

- Re-aligned three Enterprise Funds to Special Revenue Funds; and
- Continued significant work on Financial ERP software replacement with Phase I scheduled to go live July 1, 2019.

Fiscal Year 2020 Budget Highlights

New General Fund budgetary items include:

Public Safety

- \$27,000 Merrimack Valley Middle School Resource Officer – net amount;
- \$9,000 AirVac filters for Fire Department vehicle exhaust system;
- \$8,300 Plausawa Hill Tower additional rental space;
- \$8,000 Taser equipment;
- \$6,000 Increase for Police ammunition;
- \$5,000 Police communications equipment;
- \$5,000 New Fire training facility operations and maintenance costs;
- \$1,000 Promotional and educational materials for Police Community Services Division; and
- \$1,000 Hazardous material sensor to meter post fire environments.

Human Capital

- \$19,000 Increase overtime for Parks and Recreation;
- \$5,000 Information Technology Department compensation study;
- \$13,000 Elections overtime and temporary staffing increase;
- \$7,000 City Solicitor/Deputy Solicitor labor grade changes;
- \$5,000 Library Assistant II to Library Technician;
- \$4,000 Fire Administrative Specialist II to Fiscal Supervisor;
- \$4,000 Lifeguard certification reimbursement; and
- \$2,000 General Services professional development.

General Infrastructure

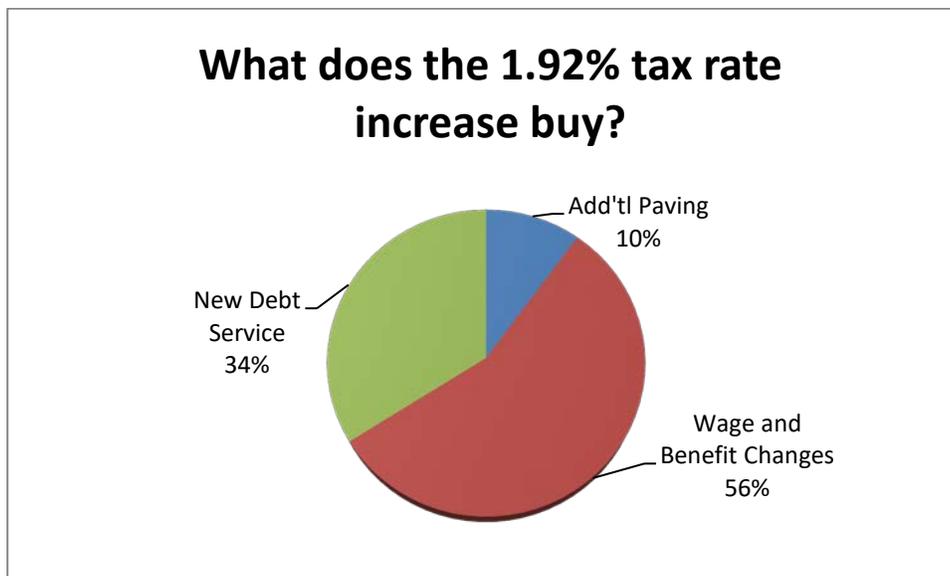
- \$105,000 additional .25% for paving program;
- \$64,000 White Park skate house operating costs (less \$64,000 offsetting revenue);
- \$40,000 Increase in vehicle parts for General Services fleet;
- \$7,500 Main Street sidewalk sealing (plus \$7,500 from Sears Block TIF for total \$15,000);
- \$6,000 Increased costs for General Services Highway small equipment replacement;
- \$4,000 Additional snow removal contract costs; and
- \$1,000 Filters for Multi-Generational Community Center HVAC system.

Sustainability

- \$13,000 for Street Trees (\$13,000 offsetting revenue); and
- \$7,000 Solar array consulting services.

Financial Position

- \$942,000 compensation adjustments;
- \$354,000 in additional debt service costs;
- \$105,000 in additional paving;
- (\$365,000) health insurance and benefits savings; and
- (\$64,000) retirement cost savings.



Fiscal Year 2020 Budget Transmittal Letter

Proposed Capital Improvement Program

Public Safety

- Systematic Replacement of Citywide Opticom system;
- Replacement of Fire Department Forestry vehicle #7;
- Purchase off road utility vehicle for Fire Department and EMS coverage for City's trail system;
- Radio and dispatch console replacement at Fire Department;
- Mobile radio replacement in all unmarked Police Department vehicles;
- Firing range structure demolition and disposal;
- Fire alarm infrastructure replacement;
- Systematic replacement of firefighting protective clothing;
- Replacement of 4 Police vehicles and evidence van; and
- Replacement of Police Radio and Phone Line Recording System.

Parks

- Repair of deteriorated portions of the concrete parking lot at White Park;
- Crack sealing, colorization and restriping of two tennis courts at Rolfe Park;
- Repair historic stone bridge and the final phase of the stone wall repair at Rollins Park;
- Replace chlorinators and pumps at six City pools;
- Crack seal, colorize stripe and replace standards and backboards on basketball courts at Merrill Park;
- Replace standards and backboards at the West Street Pocket Park, Fletcher Murphy Park and the Thompson Street Play Lot;
- Funding to review alternative routes in lieu of boardwalk through Merrimack River wetland for the Merrimack River Greenway Trail Project;
- 50% design of new Riverfront Park at former Allied Leather Tannery/Penacook Landing Site;
- Blossom Hill paving project, phase 3 of 6;
- Eagle Square fountain, valves and pump replacement; and
- Bicentennial Square tree/landscape improvements.

Beaver Meadow Golf Course

- Pond and cross country ski trail purchase of equipment – 4WD tractor with cab, snow blower and plow, trail groomer and snowmobile;
- Clubhouse additional funding for bathroom improvements and Pro Shop window and door replacement; and
- Phase 3 of irrigation and drainage system improvements and 9th fairway improvements.

Transportation Network

- Design and permitting of Storrs Street North Ext. (Stores to Constitution Ave);
- Annual highway improvement program, pavement preservation, drainage repairs and emergency overlays;
- Design, permitting and construction of culvert replacement on Alder Creek Drive (Beaver Meadow Brook);
- Replace underground wiring of traffic signals at Ft. Eddy Rd./Ft. Eddy Plaza;

Fiscal Year 2020 Budget Transmittal Letter

- Hookset Turnpike and Birchdale Road bridge construction;
- Construct sidewalk/vertical curb on the west side of Westbourne Road from School Street to Concord High School;
- Survey of Whitney Road Corridor from Sewall’s Falls Road to Hoit Road;
- Bridge and dam repairs and replacements – pressure wash and seal Washington Street over Mill Outlet, Washington Street over Canal Outlet, and Island Road over Canal Inlet;
- Phase 1 of Horseshoe Pond drainage improvement upgrade;
- Design of Washington Street bridge replacement project; and
- Engineering and design of Loudon Road bridge improvement project.

Water/Wastewater

- Relocation and replacement of pump station #4, phase II, Water;
- Water SCADA equipment upgrades;
- Water meter phased replacement program;
- Wastewater interceptor access road maintenance – Dunbarton Road to Langley Parkway, Phase 2, and design of lining, various streets;
- Hall Street Wastewater Treatment Plant improvements – replace secondary building, chlorine building and admin motor control centers;
- Hall Street - replace primary clarifier;
- Hall Street - asset management evaluation;
- Wastewater pump station East Concord space heating system upgrade;
- Wastewater design for Hannah Dustin pump station and standby generator replacement; and
- Penacook Wastewater Treatment Plant – replace holding tank drain valves, sequencing batch reactor concrete repairs and exterior lighting upgrades.

Debt Service

As compared to Fiscal Year 2019, new debt service costs for Fiscal Year 2020 are \$354,000, increasing total debt service to \$7,355,000 or 11.06% of the General Fund budget. This is within the City’s Fiscal Goal E1, which limits the General Fund debt service expenditures to between 10 and 14% of total appropriations.

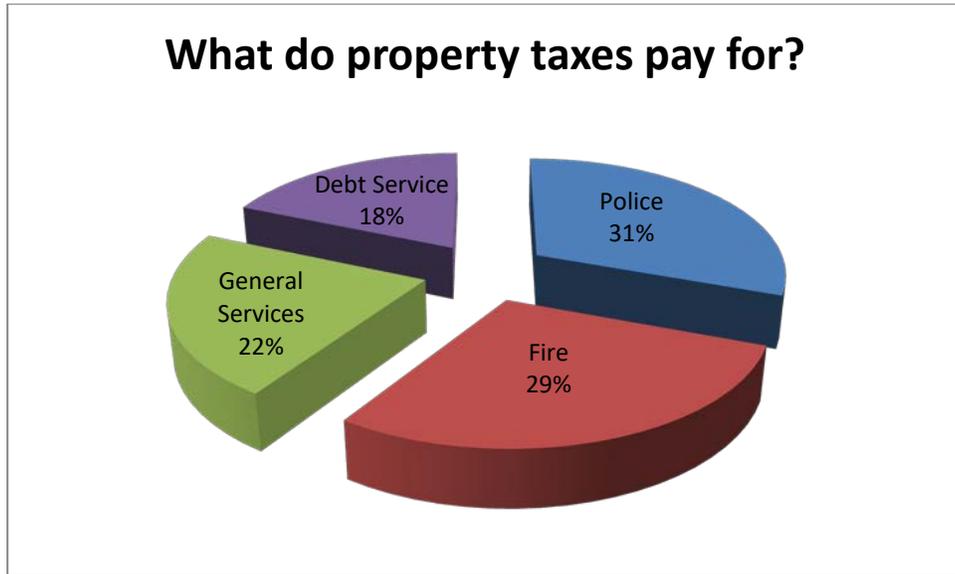
What does this debt service buy for the community? Some of the notable projects included in the Fiscal Year 2020 debt service costs are:

	<u>2020 Debt Service Amount</u>
Multi-Generational Community Center	\$247,000
Storm Water improvements	\$113,000
GSD vehicle replacement	\$96,000
Fire Department vehicle replacement	\$76,000
COMF improvements	\$31,000
Beaver Meadow Golf Course irrigation	\$30,000
Police firearms range improvements	\$25,000

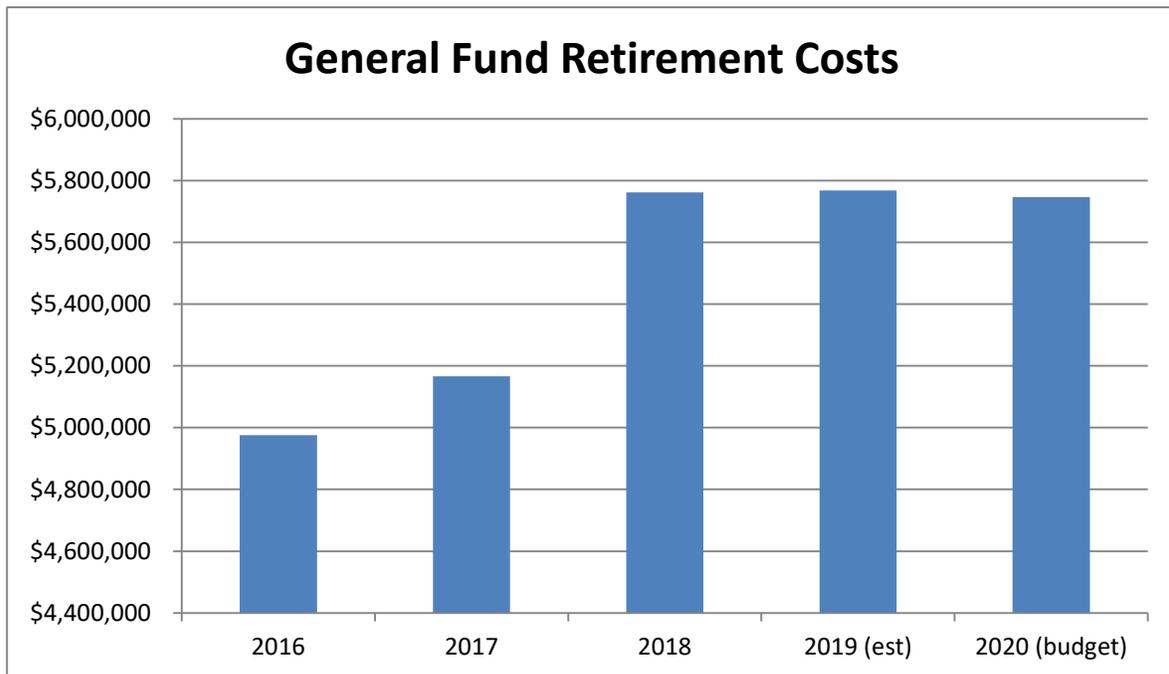
In addition to the Fiscal Year 2020 General Fund debt service increase, the City also has \$1.5 million in General Fund authorized bond appropriations that have not been issued yet.

The Fiscal Year 2020 Total Budget Picture

The total Fiscal Year 2020 General Fund Operating budget is \$66,502,857. The amount to raise in taxation, excluding overlay and veterans credits, is \$41,869,229. This amount essentially supports Police, Fire and General Services operations (less associated revenues), plus debt service, totaling \$39,627,986.

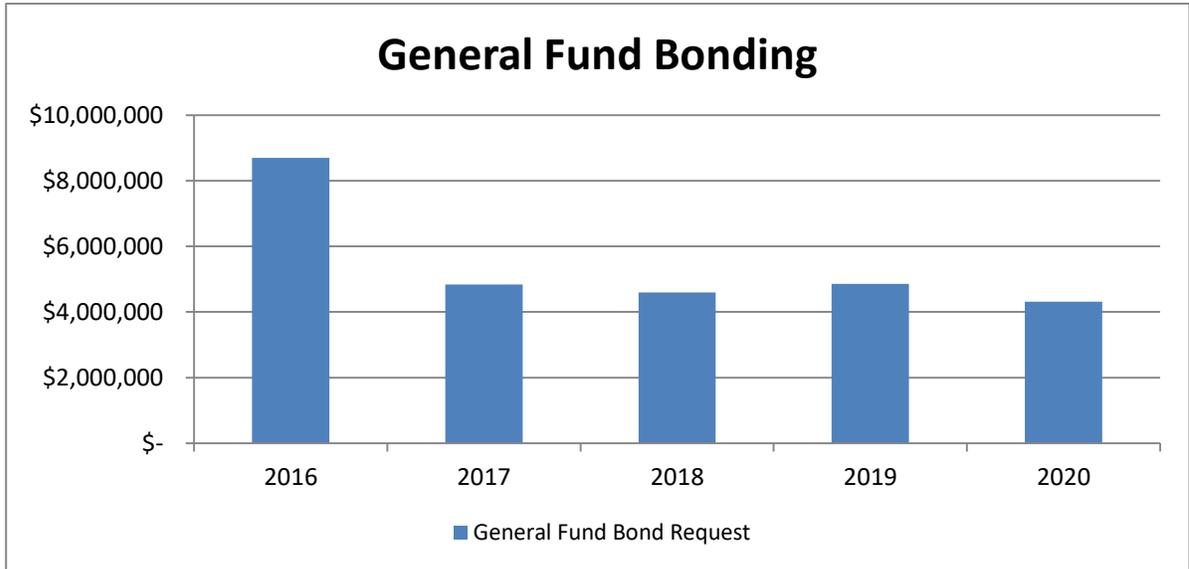


The City’s retirement expense has grown considerably in the past few years and now consumes 8.6% of the overall General Fund budget and just under \$5.8 million for Fiscal Year 2020. Fiscal Year 2020 is the first year retirement costs have decreased (\$64,000) in many years.



The Fiscal Year 2020 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 2020 CIP budget presents total bonding needs of \$4.3 million.

The graph below illustrates bond projections from Fiscal Years 2016 through 2020.



Sustainability & Energy

The City continues to maintain 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.

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; although contract pricing for electricity for Fiscal Year 2020 will result in no rate increases for all classes of accounts. The General Fund electricity budget is expected to remain flat for 2020. Contract pricing for natural gas for Fiscal Year 2020 will result in a rate changes from -.75% to 1.9% depending on the class of account. The General Fund change in the natural gas budget will remain flat for Fiscal Year 2020.

The City's Energy and Environment Committee is working with City staff to develop a comprehensive request for proposal (RFP) to place solar arrays at various City properties. It is expected that the results of the RFP will be presented near the end of 2019.

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:

- PFAS issues and future costs in the Wastewater Fund;
- Solid Waste & Recycling concerns and future contracted costs;
- Unfunded post-employment liabilities (OPEB);
- Benefit costs associated with an underfunded State retirement system;
- Increasing health insurance costs in the future;
- Remaining debt service costs on amounts currently authorized and unissued;
- Declining cable TV franchise revenue; and
- Ongoing capital needs primarily in:
 - Public buildings and properties
 - Neighborhood streets
 - Wastewater
 - Storm water systems
 - Golf Course
 - Arena

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 \$413,000 or 6.1% for Fiscal Year 2019, and are budgeted to be ahead by \$341,000 or 5.1% for Fiscal Year 2020. Ambulance service charges are expected to be ahead of the Fiscal Year 2019 budget by \$245,000 or 14% for fiscal year 2019, and are budgeted to be ahead by \$200,000 or 11.4% for Fiscal Year 2020. Meals and Rooms revenue is projected to be flat for both Fiscal Years 2019 and 2020.

There was one increase in the Federal Funds rate during Fiscal Year 2019. The Federal Reserve Bank does not anticipate raising rates further in calendar year 2019. Even with these increases, the rates continue to be at very low levels. Investment income is expected to increase to \$700,000 in Fiscal Year 2020, up from a budget of \$582,000 in Fiscal Year 2019. This higher amount is still considerably less than the \$1.5 million dollar range that this revenue item was in the early 2000's.

General Fund Highlights

The following table is a summary of Fiscal Year 2020 General Fund Budget proposed Appropriations, Revenues and Tax Rate – compared to the adopted Fiscal Year 2019 budget. For Fiscal Year 2020, General Fund gross appropriation increases by \$1,397,895 or 2.1% of spending.

**General Fund Budget Comparison Summary
Fiscal Year 2019 Adopted Budget to
Fiscal Year 2020 Manager's Recommended Budget**

Revenues				
Description	FY 2019	FY 2020	Difference	%
All Other Revenues	\$24,287,252	\$24,633,628	\$346,376	1.4%
Property Taxes	\$40,817,710	\$41,869,229	\$1,051,519	2.6%
Total Sources	\$65,104,962	\$66,502,857	\$1,397,895	2.1%

Appropriations				
Description	FY 2019	FY 2020	Difference	%
All Expenses	\$65,104,962	\$66,502,857	\$1,397,895	2.1%
Total Use of Funds	\$65,104,962	\$66,502,857	\$1,397,895	2.1%

The total \$4.2058 billion projected assessed valuation used in this budget to calculate the estimated tax rate reflects an increase of \$25 million in real growth. 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 eleventh year in a row, this budget does not include the use of any General Fund surplus to offset the tax rate.

Tax Increment Finance (TIF) Districts

Currently, the City has three tax increment finance (TIF) districts: the North End Opportunity Corridor TIF (NEOCTIF), the Sears Block TIF (SBTIF), and the Penacook Village TIF (PVTIF). Since 1998, the City has made a combined investment of \$36,160,000 in infrastructure improvements within these Districts, of which \$17,993,000 were TIF funds and \$18,167,000 were supported by other funding sources. These investments have yielded total new development valued at \$91,974,000 (FY 2020 estimate). The NEOCTIF and SBTIF have exceeded expectations. The PVTIF, enacted in 2010, is also performing well. Despite limited development activity, the PVTIF is well positioned to support the impending redevelopment of the remaining Allied Leather Tannery site; specifically, development of a new riverfront park at 35 Canal Street, as proposed in CIP #567. Appropriation of PVTIF funds proposed in the Fiscal Year 2020 Capital Improvement Program will be pursued separately from the budget adoption process due to certain requirements set forth in RSA 162-K.

Continuing in Fiscal Year 2020, the SBTIF will support debt service payments and operating expenses for infrastructure improvements 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 \$461,000 contribution to the General Fund in 2020, as follows:

- \$23,000 in Administrative Fees associated with management and administration of the SBTIF District;
- \$180,000 to support debt service payments associated with those portions of the Main Street Complete Streets Project (CIP #460), which are located within the SBTIF. This figure excludes debt service associated with burying aerial utilities on South Main Street, as those debt costs are paid from the SBTIF District directly;
- \$39,000 to support cleaning and maintenance operations carried out by the Downtown Services Team within the SBTIF District, as previously initiated in Fiscal Year 2017. Approximately 53% of the Main Street Complete Streets Project is located within the SBTIF; therefore, financial support, to the extent the TIF can afford to make such investments, is appropriate; and,
- \$220,000 for current and past debt service associated with a \$2,282,000 General Fund supported bond issued for the Capital Commons/Storrs Street Parking Garage Project in 2007.

Relative to the Parking Fund, the SBTIF will transfer a total of \$225,000 in Fiscal Year 2020. Of this total, \$216,000 shall support debt payments to be incurred by the Parking Fund in Fiscal Year 2020 for the Storrs Street Parking Garage. These debt service contributions will continue through Fiscal Year 2027. The remaining \$9,000 to be transferred from the SBTIF to the Parking Fund represents financial support for snow removal at the former New Hampshire Employment Security building parking lot. The Fiscal Year 2020 SBTIF pro forma intentionally excludes any future property tax revenues associated with the redevelopment of the former New Hampshire Employment Security building at this time.

Lastly, in accordance with practices implemented in Fiscal Year 2005, this budget includes the release of a significant portion of the captured tax revenues generated by new incremental development 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 shall be released in Fiscal Year 2020, resulting in approximately \$970,000 in TIF generated property tax revenues to support the City's General Fund, Concord School District, and other taxing authorities. The Fiscal Year 2020 Capital Improvement Program includes \$650,000 in capital transfer supported by the NEOCTIF District for design and permitting of the extension of Storrs Street north to Constitution Avenue, as proposed in CIP #18. Appropriation of these funds will also be pursued separately from the budget adoption process due to certain requirements set forth in RSA 162-K.

Special Revenue Funds

Parking Fund

The proposed Fiscal Year 2020 Budget continues implementation of the Parking Strategic Plan, as adopted by the City Council on December 11, 2017 (Fiscal Year 2018).

The Fiscal Year 2020 Budget continues this implementation and includes installation of 338 additional parking meters. Revenues associated with these new meters are projected at \$145,000 and presumes they will be operational for 50% of Fiscal Year 2020 (i.e. January 2020 – June 2020).

The Fiscal Year 2020 Budget also includes modification of staffing for the Parking Division, notably Parking Enforcement Officers and Meter Technicians.

The Fiscal Year 2020 Budget proposes the elimination of all existing and proposed Part-Time Parking Enforcement Officers and the creation of three (3) new Full-Time Parking Enforcement Officer positions. This will result in the City having a total of six (6) full-time, 40 hour Parking Enforcement Officer positions. The Fiscal Year 2020 Budget also includes funding to upgrade Parking Enforcement Officer positions by two (2) labor grades. By improving compensation, as well as changing part-time positions to full-time, City Administration hopes to eliminate chronic Parking Enforcement Officer staffing vacancies. In addition to parking enforcement, Parking Enforcement Officers will continue to be cross-trained in some minor parking meter maintenance duties such as coin collection, kiosk paper replacement, and basic repairs. However, their core responsibility will remain enforcement of parking laws and ordinances.

The Fiscal Year 2020 Budget also proposes staffing changes relative to Parking Meter Technicians. Currently, the Parking Division has one 40 hour Meter Technician. In accordance with the Parking Strategic Plan, the Fiscal Year 2020 budget includes funding for creation of a second 24 hour Meter Technician (0.6 FTEs). The purpose of this new position is to support maintenance and collection of the 338 additional meters included in the Fiscal Year 2020 budget, as well as the new 43 meters added on South Main Street and Concord Street in Fiscal Year 2019. Combined, these 381 new meters have effectively doubled the quantity of single space meters operated by the City, hence the need for additional staff. The position has been budgeted for nine months of Fiscal Year 2020 (October 2019 – June 2020). The Fiscal Year 2020 Budget also includes funding to upgrade the Meter Technician positions by one labor grade in order to keep them competitive in the market place.

The Fiscal Year 2020 Budget maintains and builds upon the City's commitment to appropriately maintain parking facilities. Specifically, an additional \$26,260 has been added to support expanded pressure washing at the State Street Parking Garage.

The Fiscal Year 2020 Budget includes \$1,741,000 in capital improvement projects. These include \$1,060,000 for repairs and renovations to the Storrs Street Parking Garage; \$345,000 to purchase smart meters for meter zone expansion; \$255,000 in supplemental funding for ongoing repairs and renovations to the School Street Parking Garage; \$45,000 to replace the meter technician vehicle; and \$30,000 to conduct a facility needs assessment for the State Street Parking Garage in anticipation of \$3 million of repairs and renovations scheduled in Fiscal Year 2021.

The financial implications of these changes have been incorporated into the proposed Fiscal Year 2020 Budget.

In keeping with past practice, the Parking Fund will continue to transfer \$98,000 to the General Fund for overhead and technology support.

Golf Fund

This fund anticipates a loss of \$117,000 as compared to a budgeted loss of \$50,000 or \$67,000 more than anticipated for Fiscal Year 2019. Expenses are projected to be under budget by \$11,000, barring any additional unexpected repairs and including an additional \$10,000 in league and tournament pass through expenses. Revenues are projected to be under budget by \$55,000 based on anticipated memberships, greens fee play, cart rentals, driving range, pro shop sales, concession income and advertising revenues. Fiscal Year 2019 has been a difficult year for revenues, as 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 2019, with anticipated revenue of \$75,000, \$10,000 more than the \$65,000 budgeted. The spring 2019 golf season began at the same time as 2018, opening on April 12. The weather as of this

writing has been spotty with significant rain the first couple of weeks. We are hoping for a strong spring for greens fee play and memberships.

Enterprise Funds

Wastewater and Water Funds

For Fiscal Year 2020, the contribution to the overhead in the General Fund decreases by \$4,000 for Water and increases by \$14,000 for Wastewater. Additionally, right-of-way maintenance contributions from the Water and Wastewater Funds remain at \$215,000 and \$135,000, respectively. Fiscal Year 2019 remained solid for both utility funds, as the Water Fund is expected to end the year better than the budgeted loss, and the Wastewater Fund is expected to end the year with a greater loss than budgeted.

The Fiscal Year 2020 anticipated rate increase for the Wastewater Fund is 7%. No increase is proposed for the Water Fund.

An issue that the City is facing, along with all other communities, is emerging regulations regarding polyfluoroalkyl substances (PFAS) contamination. PFAS are a family of synthetic chemical compounds developed more than 60 years ago and widely used throughout the world. Two of the substances publicized in New Hampshire are PFOA's and PFOS. PFOAs are used in the production of non-stick cookware, firefighting foam and stain resistant fabrics, to name a few. PFOS is an ingredient in fabric treatment and stain repellants. These compounds can be found in wastewater leachate. New NHDES regulations governing these compounds are anticipated to have a negative impact on the Wastewater Fund's revenue in future years for processing leachate from haulers and in the City's disposal of its bio solids expenditures.

Solid Waste Fund

Waste removal and recycling services are one of the most important core services the City provides. Local governments across the country are currently amidst an international recycling crisis. Continued changes in macroeconomic trends, spurred by foreign and domestic regulatory policies, have created an unprecedented increase in what it takes to manage waste removal and process recycled materials. Across the state and country, cities are abandoning their recycling programs due to significant cost increases. Concord is not. The City's current waste removal and recycling contract is in place through Fiscal Year 2024. In Fiscal Year 2022, the City Council and staff should review, in earnest, our future needs and best alternatives that will be available to address those needs.

Again, it is anticipated that the Solid Waste Fund will remain solvent through Fiscal Year 2025.

Fiscal Year 2020 Budget Preparation

General Comments

A presentation was made to the Fiscal Policy Advisory Committee (FPAC) in February 2019. 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;
- \$365,000 savings in health insurance and benefits;
- \$341,000 Increase in motor vehicle registration revenue;
- \$200,000 Increase in ambulance service charges;
- \$117,500 Increase in investment income; and
- \$64,000 Savings in New Hampshire Retirement Contributions.

Conclusion

The Fiscal Year 2020 Budget is balanced, sustainable, and forward looking.

While the larger macroeconomic landscape continues to show signs of uncertainty, Concord continues to be a thriving City - adding new people, jobs and development. City departments continue to demonstrate responsible spending, cost management practices, data-driven decision making, proactive fiscal management and long-term planning. The City maintains its AA+ bond rating and this shared sense of fiscal responsibility will ensure the City maintains that rating into the future.

The City of Concord has achieved balanced budgets through both 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 exercising strong fiscal discipline. These practices ensure the City's ability to maintain essential services and address future needs, and the Mayor and City Council are committed to keeping property taxes affordable.

The City strives to reach a state of good repair on all major City assets. This year's proposed capital budget includes over \$2 million in roadway design and maintenance. In addition, over \$2 million is allocated for bridge design, maintenance and construction. Supporting these assets is especially important, as these vital connections allow residents, visitors and businesses to thrive and prosper.

The commitment the City Council has made to continued fiscal responsibility continues to yield tangible results. At the same time, City services are now more efficient, effective and responsive to the needs of Concord's residents than ever before. This recommended budget reflects moderate growth estimates that will enable us to maintain existing levels of service.

The Fiscal Year 2020 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.

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.

2020 Operating Budget

Budget Summary

Revenue by Function	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
General Fund					
General Government	\$53,139,780	\$56,219,090	\$59,194,389	\$58,566,866	\$58,779,623
Public Safety	\$3,425,832	\$3,779,549	\$3,547,604	\$3,626,699	\$3,710,802
General Services	\$762,358	\$919,532	\$865,827	\$873,444	\$893,314
Community Development	\$2,242,383	\$1,971,405	\$1,596,935	\$1,635,840	\$1,642,575
Leisure Services	\$933,325	\$943,608	\$1,493,744	\$1,487,215	\$1,488,543
Human Services	\$10,667	\$26,300	\$10,000	\$8,000	\$10,000
Sub Total	\$60,514,345	\$63,859,485	\$66,708,499	\$66,198,064	\$66,524,857
Special Revenue Funds					
Project Inspection	\$292,917	\$380,751	\$315,050	\$354,970	\$363,550
Parking	\$1,970,964	\$1,948,623	\$2,471,902	\$2,779,516	\$3,049,358
Airport	\$344,919	\$354,333	\$365,199	\$358,713	\$362,378
Conservation Property	\$82,108	\$62,676	\$123,687	\$86,187	\$106,491
Golf	\$1,001,847	\$1,042,149	\$1,070,799	\$1,016,000	\$1,092,044
Arena	\$595,997	\$629,449	\$614,995	\$660,925	\$666,200
Solid Waste	\$4,633,620	\$4,285,287	\$4,411,584	\$4,265,394	\$4,458,581
Sub Total	\$8,922,371	\$8,703,268	\$9,373,216	\$9,521,705	\$10,098,602
Enterprise Funds					
Water	\$6,346,712	\$6,265,362	\$6,295,160	\$6,225,678	\$6,288,400
Wastewater	\$7,595,089	\$7,511,157	\$7,502,760	\$7,084,581	\$7,700,513
Sub Total	\$13,941,801	\$13,776,518	\$13,797,920	\$13,310,259	\$13,988,913
Capital and Other Funds					
Capital Projects	\$17,483,308	\$13,283,674	\$13,721,908	\$13,721,908	\$16,239,557
N End Opportunity Corridor TIF	\$498,741	\$505,839	\$510,520	\$519,290	\$512,240
Sears Block TIF District	\$777,242	\$1,081,751	\$1,046,530	\$1,102,013	\$1,140,740
Penacook Village TIF District	\$58,558	\$60,328	\$60,595	\$60,687	\$60,825
Sub Total	\$18,817,849	\$14,931,591	\$15,339,553	\$15,403,898	\$17,953,362
Total Revenue	\$102,196,367	\$101,270,863	\$105,219,188	\$104,433,926	\$108,565,734

Note: The Golf, Arena, and Solid Waste funds were previously classified as Enterprise funds; they are now classified as Special Revenue funds.

2020 Operating Budget

Budget Summary

Expense by Function	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
General Fund					
General Government	\$17,992,763	\$19,499,197	\$21,027,249	\$20,062,362	\$20,302,053
Public Safety	\$24,981,861	\$26,048,782	\$26,907,107	\$26,404,954	\$27,205,950
General Services	\$9,114,863	\$9,246,461	\$9,504,374	\$9,481,605	\$9,671,322
Community Development	\$2,961,194	\$3,277,834	\$3,471,525	\$3,517,222	\$3,571,897
Leisure Services	\$4,396,790	\$4,645,334	\$5,090,255	\$4,933,475	\$5,077,442
Human Services	\$697,589	\$622,667	\$707,989	\$675,010	\$696,193
Sub Total	\$60,145,059	\$63,340,276	\$66,708,499	\$65,074,628	\$66,524,857
Special Revenue Funds					
Project Inspection	\$339,891	\$354,324	\$314,269	\$342,690	\$359,109
Parking	\$1,946,066	\$2,096,359	\$2,527,750	\$2,315,958	\$2,924,555
Airport	\$346,878	\$373,157	\$445,908	\$425,332	\$444,765
Conservation Property	\$101,638	\$87,086	\$123,687	\$115,187	\$106,491
Golf	\$1,025,786	\$1,042,421	\$1,121,074	\$1,132,510	\$1,092,044
Arena	\$562,926	\$588,765	\$677,912	\$656,315	\$647,896
Solid Waste	\$3,912,189	\$4,038,615	\$4,396,698	\$4,195,969	\$4,539,339
Sub Total	\$8,235,375	\$8,580,729	\$9,607,298	\$9,183,961	\$10,114,199
Enterprise Funds					
Water	\$5,895,050	\$5,956,541	\$6,422,623	\$6,344,724	\$6,344,245
Wastewater	\$7,271,696	\$7,696,592	\$8,264,461	\$8,182,573	\$8,589,632
Sub Total	\$13,166,747	\$13,653,133	\$14,687,084	\$14,527,297	\$14,933,877
Capital and Other Funds					
Capital Projects	\$17,483,308	\$13,283,674	\$13,721,908	\$13,721,908	\$16,239,557
N End Opportunity Corridor TIF	\$199,916	\$204,105	\$244,280	\$229,300	\$236,733
Sears Block TIF District	\$885,088	\$961,556	\$1,005,005	\$1,005,011	\$1,085,245
Penacook Village TIF District	\$51,688	\$51,009	\$58,410	\$58,410	\$58,530
Sub Total	\$18,619,999	\$14,500,344	\$15,029,603	\$15,014,629	\$17,620,065
Total Expense	\$100,167,180	\$100,074,481	\$106,032,484	\$103,800,515	\$109,192,998

2020 Operating Budget

Budget Summary

Revenue by Classification	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
General Fund					
Property Taxes	\$36,844,125	\$38,180,141	\$40,805,658	\$40,818,300	\$41,874,229
Other Taxes	\$714,265	\$731,123	\$732,037	\$748,755	\$756,332
Intergovernmental	\$3,964,650	\$4,831,338	\$4,092,519	\$4,090,351	\$4,083,974
Rents and Leases	\$242,531	\$243,128	\$306,444	\$248,510	\$308,443
Fines and Penalties	\$816,041	\$596,870	\$597,100	\$593,175	\$518,500
Licenses and Permits	\$1,902,547	\$1,587,137	\$1,238,910	\$1,287,295	\$1,334,040
Investment Income	\$196,731	\$532,695	\$582,460	\$665,380	\$700,000
Donations	\$40,219	\$38,615	\$46,200	\$46,500	\$47,500
Transfer In	\$3,214,057	\$3,815,184	\$4,296,494	\$4,242,116	\$3,917,833
Use of Fund Balance/Retained Earnings	\$0	\$0	\$1,410,200	\$0	\$0
Motor Vehicle Registrations	\$6,686,684	\$7,141,635	\$6,740,000	\$7,152,900	\$7,081,994
Department Service Charges	\$3,248,105	\$3,542,932	\$3,396,514	\$3,534,642	\$3,545,977
Retiree Health Reimbursement	\$1,370,612	\$1,411,249	\$1,445,640	\$1,467,250	\$1,409,670
Other Revenue	\$1,273,779	\$1,207,436	\$1,018,323	\$1,302,890	\$946,365
Sub Total	\$60,514,345	\$63,859,485	\$66,708,499	\$66,198,064	\$66,524,857
Special Revenue Funds					
Intergovernmental	\$72,775	\$71,934	\$71,441	\$71,521	\$71,491
Rents and Leases	\$1,458,214	\$1,475,585	\$1,525,475	\$1,552,064	\$1,605,733
Licenses and Permits	\$104,970	\$97,573	\$106,700	\$106,700	\$98,700
Investment Income	\$5,701	\$13,968	\$4,750	\$15,750	\$10,300
Transfer In	\$1,289,747	\$1,321,704	\$1,318,406	\$1,309,906	\$1,407,363
Capital Contributions	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500
Use of Fund Balance/Retained Earnings	\$0	\$0	\$66,500	\$0	\$20,000
Department Service Charges	\$419,746	\$518,588	\$466,859	\$487,610	\$520,989
SW Commercial Sales	\$1,359,745	\$1,428,274	\$1,640,335	\$1,424,750	\$1,637,437
SW Residential Sales	\$1,496,052	\$1,561,026	\$1,538,785	\$1,635,916	\$1,577,325
Parking Metered Spaces	\$804,558	\$831,474	\$1,089,994	\$1,341,875	\$1,464,874
Golf Permit and Fees	\$520,124	\$533,896	\$575,225	\$525,110	\$535,400
Golf Sales	\$406,467	\$404,191	\$436,525	\$453,800	\$463,404
Parking Penalties	\$327,328	\$320,805	\$478,651	\$374,025	\$633,436
Other Revenue	\$646,445	\$113,751	\$43,070	\$212,178	\$41,650
Sub Total	\$8,922,371	\$8,703,268	\$9,373,216	\$9,521,705	\$10,098,602

2020 Operating Budget

Budget Summary

Revenue by Classification (continued)	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Enterprise Funds					
Intergovernmental	\$61,574	\$56,026	\$234,350	\$46,740	\$234,304
Rents and Leases	\$3,400	\$3,587	\$4,190	\$4,190	\$4,190
Fines and Penalties	\$54,702	\$53,500	\$58,000	\$58,000	\$58,000
Licenses and Permits	\$1,575	\$1,125	\$1,500	\$1,500	\$1,500
Investment Income	\$74,939	\$159,030	\$121,000	\$180,000	\$180,000
Transfer In	\$0	\$0	\$0	\$0	\$0
Capital Contributions	\$282,202	\$53,216	\$60,000	\$70,000	\$60,000
Department Service Charges	\$243,821	\$326,358	\$238,100	\$264,600	\$255,600
Water Sales	\$5,879,504	\$5,808,267	\$5,934,850	\$5,786,200	\$5,889,660
Wastewater Sales	\$7,216,642	\$7,214,316	\$7,061,960	\$6,752,434	\$7,221,979
Retiree Health Reimbursement	\$82,233	\$88,388	\$80,320	\$77,820	\$79,880
Other Revenue	\$41,209	\$12,705	\$3,650	\$68,775	\$3,800
Sub Total	\$13,941,801	\$13,776,518	\$13,797,920	\$13,310,259	\$13,988,913
Capital and Other Funds					
Capital Projects	\$17,483,308	\$13,283,674	\$13,721,908	\$13,721,908	\$16,239,557
Property Taxes	\$1,328,926	\$1,628,953	\$1,607,245	\$1,644,620	\$1,684,805
Investment Income	\$5,615	\$18,964	\$10,400	\$37,370	\$29,000
Sub Total	\$18,817,849	\$14,931,591	\$15,339,553	\$15,403,898	\$17,953,362
Total Revenue	\$102,196,367	\$101,270,863	\$105,219,188	\$104,433,926	\$108,565,734

2020 Operating Budget

Budget Summary

Expense by Classification	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
General Fund					
Compensation	\$27,249,369	\$28,254,044	\$29,547,667	\$28,931,344	\$30,409,373
Fringe Benefits	\$15,806,765	\$16,880,056	\$18,159,405	\$17,635,541	\$17,779,168
Outside Services	\$2,299,866	\$2,321,424	\$2,551,785	\$2,510,097	\$2,594,634
Supplies	\$2,506,894	\$2,681,658	\$2,585,801	\$2,630,546	\$2,668,184
Utilities	\$1,303,186	\$1,132,567	\$1,235,218	\$1,193,370	\$1,230,854
Insurance	\$519,822	\$517,908	\$501,495	\$491,310	\$474,930
Capital Outlay	\$71,199	\$99,776	\$58,900	\$58,900	\$30,810
Debt Service	\$5,506,508	\$6,090,494	\$7,001,030	\$7,026,350	\$7,354,830
Miscellaneous	\$972,538	\$894,299	\$1,119,167	\$968,872	\$1,075,330
Transfer Out	\$3,908,913	\$4,468,051	\$3,948,031	\$3,628,298	\$2,906,744
Sub Total	\$60,145,059	\$63,340,276	\$66,708,499	\$65,074,628	\$66,524,857
Special Revenue Funds					
Compensation	\$1,498,301	\$1,534,138	\$1,531,336	\$1,450,840	\$1,639,068
Fringe Benefits	\$672,500	\$687,177	\$730,544	\$665,068	\$771,527
Outside Services	\$4,017,837	\$4,222,198	\$4,861,461	\$4,598,349	\$5,075,467
Supplies	\$310,285	\$331,576	\$375,705	\$390,012	\$422,309
Utilities	\$218,534	\$203,821	\$220,849	\$197,800	\$202,320
Insurance	\$44,323	\$46,495	\$42,795	\$42,319	\$40,289
Capital Outlay	\$0	\$0	\$0	\$0	\$15,800
Debt Service	\$969,262	\$962,540	\$1,186,575	\$1,186,570	\$1,432,225
Miscellaneous	\$174,703	\$179,757	\$183,130	\$178,100	\$205,110
Transfer Out	\$329,630	\$413,027	\$474,903	\$474,903	\$310,084
Sub Total	\$8,235,375	\$8,580,729	\$9,607,298	\$9,183,961	\$10,114,199

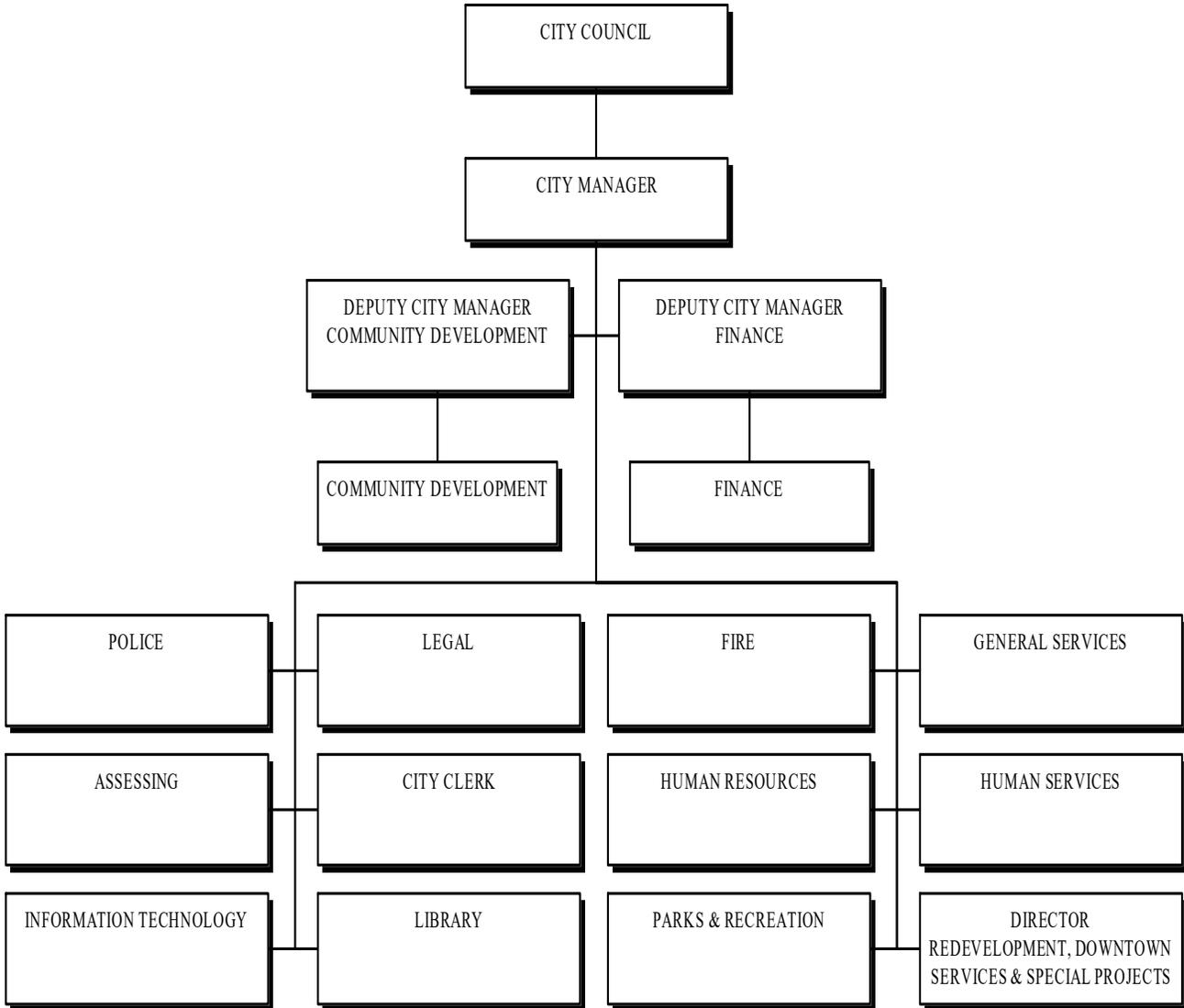
2020 Operating Budget

Budget Summary

Expense by Classification (continued)	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Enterprise Funds					
Compensation	\$2,511,275	\$2,586,627	\$2,723,735	\$2,576,590	\$2,785,996
Fringe Benefits	\$1,400,350	\$1,481,561	\$1,667,451	\$1,648,825	\$1,730,356
Outside Services	\$543,038	\$587,908	\$630,993	\$628,233	\$620,754
Supplies	\$727,435	\$842,180	\$916,661	\$933,521	\$951,201
Utilities	\$838,598	\$845,515	\$866,070	\$865,010	\$904,920
Insurance	\$117,390	\$117,750	\$111,350	\$111,400	\$102,310
Capital Outlay	\$163,171	\$108,149	\$177,000	\$177,500	\$177,000
Debt Service	\$4,288,423	\$4,574,452	\$4,945,990	\$4,938,384	\$5,009,200
Miscellaneous	\$5,830	\$4,776	\$6,000	\$6,000	\$6,000
Transfer Out	\$2,636,236	\$2,504,215	\$2,641,834	\$2,641,834	\$2,646,140
(Gain) Loss on Refunding	(\$65,000)	\$0	\$0	\$0	\$0
Sub Total	\$13,166,747	\$13,653,133	\$14,687,084	\$14,527,297	\$14,933,877
Capital and Other Funds					
Capital Projects	\$17,483,308	\$13,283,674	\$13,721,908	\$13,721,908	\$16,239,557
Outside Services	\$19,920	\$20,934	\$71,050	\$56,050	\$65,330
Debt Service	\$345,669	\$360,698	\$374,980	\$375,006	\$452,310
Transfer Out	\$771,102	\$835,037	\$861,665	\$861,665	\$862,868
Sub Total	\$18,619,999	\$14,500,344	\$15,029,603	\$15,014,629	\$17,620,065
Total Expense	\$100,167,180	\$100,074,481	\$106,032,484	\$103,800,515	\$109,192,998

Budget Summary

CITY OF CONCORD, NEW HAMPSHIRE
TABLE OF ORGANIZATION



Budget Summary

Staff Listing by Department

City Manager	FY18	FY19	FY20
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	1.00	1.00
City Manager Total	3.00	4.00	4.00

Legal

Full Time			
Administrative Victim Witness Advocate	0.00	0.00	2.00
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	2.00	0.00
Paralegal	0.00	1.00	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	0.50	0.00
Part Time Total	0.94	1.06	0.56
Legal Total	9.94	10.06	9.56

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	1.00	1.00
Human Resources Coordinator	1.00	0.00	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)	FY18	FY19	FY20
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	0.70	0.70
Part Time Total	0.60	0.70	0.70
Finance Total	18.60	18.70	18.70

Information Technology

Full Time			
Assistant IT Director	0.00	1.00	1.00
Information Technology Director	1.00	1.00	1.00
Network Engineer	1.00	0.00	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	2.00	2.00
City Clerk	1.00	1.00	1.00
Data Technician	1.00	0.00	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	0.00
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	2.00
Parking Enforcement Officer	3.00	3.00	6.00

Budget Summary

Police (continued)	FY18	FY19	FY20
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	67.00
Police Sergeant	9.00	9.00	9.00
Records Supervisor	1.00	1.00	1.00
Full Time Total	106.00	106.00	110.00
Part Time			
Administrative Technician II	1.39	1.39	1.39
Community Services Aide	0.70	0.70	0.70
Parking Enforcement Officer	0.60	2.80	0.00
Parking Technician	0.00	0.00	0.60
Property Room Technician	0.50	1.00	1.10
Part Time Total	3.19	5.89	3.79
Police Total	109.19	111.89	113.79

Fire

Full Time			
Administrative Specialist II	2.00	2.00	1.00
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	11.00
Fire Lieutenant - Paramedic	3.00	3.00	2.00
Fire Marshal	1.00	1.00	1.00
Firefighter Paramedic	16.00	16.00	16.00
Firefighter/EMT	44.00	44.00	44.00
Fiscal Supervisor	0.00	0.00	1.00
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	1.00	1.00
Arena Properties Manager	1.00	1.00	1.00
Arena Supervisor	0.00	1.00	1.00

Budget Summary

General Services (continued)	FY18	FY19	FY20
Full Time			
Assistant Administrative Division Manager	0.00	1.00	1.00
Automotive Body Repair Technician	1.00	0.00	0.00
Automotive Parts Technician	1.00	1.00	1.00
Building Systems Supervisor	1.00	1.00	1.00
Business Analyst	1.00	0.00	0.00
Business Manager	1.00	0.00	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	2.00	3.00
Deputy General Services Director	1.00	1.00	1.00
Engineering Technician II	1.00	1.00	1.00
Environmental Compliance Manager	0.00	1.00	1.00
Equipment Operator II	4.00	4.00	4.00
Equipment Operator III	4.00	3.00	3.00
Facilities Maintenance Supervisor	1.00	1.00	1.00
Field Technician	2.00	2.00	2.00
Fiscal Supervisor	2.00	2.00	2.00
Fiscal Technician III	1.00	1.00	1.00
Fleet Body and Maintenance Technician	0.00	1.00	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	0.00	0.00
Laboratory Operations Manager	0.00	1.00	1.00
Laboratory Technician II	1.00	0.00	0.00
Laborer/Truck Driver	13.00	13.00	13.00
Maintenance Aide	8.00	7.00	6.00
Maintenance Technician	6.00	7.00	7.00
Maintenance-Operations Flex Tech	0.00	1.00	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)	FY18	FY19	FY20
Full Time			
Solid Waste Manager	1.00	0.00	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	1.00	1.00
Wastewater Operations Supervisor	1.00	0.00	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 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	4.00	4.00
Water Treatment Plant Superintendent	1.00	1.00	1.00
Welder Mechanic	1.00	1.00	1.00
Full Time Total	108.00	111.00	111.00
Part Time			
Arena Supervisor PPT	0.60	0.00	0.00
Custodian	1.51	1.51	1.51
Fiscal Technician II	0.50	0.50	0.50
Fiscal Technician III	1.01	1.01	1.01
Part Time Total	3.62	3.02	3.02
Shared Laborer/Truck Driver	1.50	1.50	1.50
General Services Total	113.12	115.52	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	1.00	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)	FY18	FY19	FY20
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	1.00
Engineering Technician II	4.00	4.00	3.00
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	1.00	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	33.00	31.00
Part Time			
Administrative Specialist I	0.70	0.00	0.70
Code Inspector	0.50	0.50	0.50
Health and Licensing Officer	0.70	0.00	0.00
Health Services Inspector	0.70	0.70	0.70
Licensing Coordinator	0.48	0.48	0.48
Permit Technician	0.00	1.00	0.50
Part Time Total	3.08	2.68	2.88
Community Development Total	34.08	35.68	33.88

Library

Full Time			
Administrative Specialist II	1.00	1.00	1.00
Adult Services and Outreach Coordinator	1.00	1.00	1.00
Assistant Library Director and Technical Services Manager	1.00	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	0.00
Library Director	1.00	1.00	1.00
Library Technician	2.00	2.00	4.00
Reference Librarian	2.00	2.00	2.00
Full Time Total	12.00	12.00	12.00
Part Time			
Librarian	0.23	0.23	0.23
Library Assistant II	1.26	1.26	1.26
Library Page	3.84	3.84	3.84
Library Technician	2.36	3.41	3.41
Part Time Total	7.69	8.74	8.74
Library Total	19.69	20.74	20.74

Budget Summary

Parks and Recreation

Full Time

Assistant Parks and Recreation Director	0.00	1.00	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	1.00	1.00
Fiscal Technician III	1.00	0.00	0.00
Golf Course Manager	1.00	1.00	1.00
Grounds Division Superintendent	1.00	1.00	0.00
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	1.00	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	0.00	0.00
Senior Maintenance Aide	2.00	2.00	3.00

Full Time Total	<u>26.50</u>	<u>27.50</u>	<u>27.50</u>
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Part Time

Custodian	0.76	1.01	1.26
Guest Services Associates	0.00	1.88	2.88
Recreation Specialist	0.00	1.26	1.26
Recreation Building Supervisor	0.38	0.00	0.00
Senior Citizen Coordinator	0.38	0.38	0.38

Part Time Total	<u>1.52</u>	<u>4.53</u>	<u>5.78</u>
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Parks and Recreation Total	<u>28.02</u>	<u>32.03</u>	<u>33.28</u>
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Human Services

Full Time

Human Services Director	1.00	1.00	1.00
Welfare Case Technician	3.00	3.00	3.00

Full Time Total	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
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Part Time

Administrative Specialist II	0.45	0.45	0.45
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Part Time Total	<u>0.45</u>	<u>0.45</u>	<u>0.45</u>
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Human Services Total	<u>4.45</u>	<u>4.45</u>	<u>4.45</u>
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Grand Total			474.92
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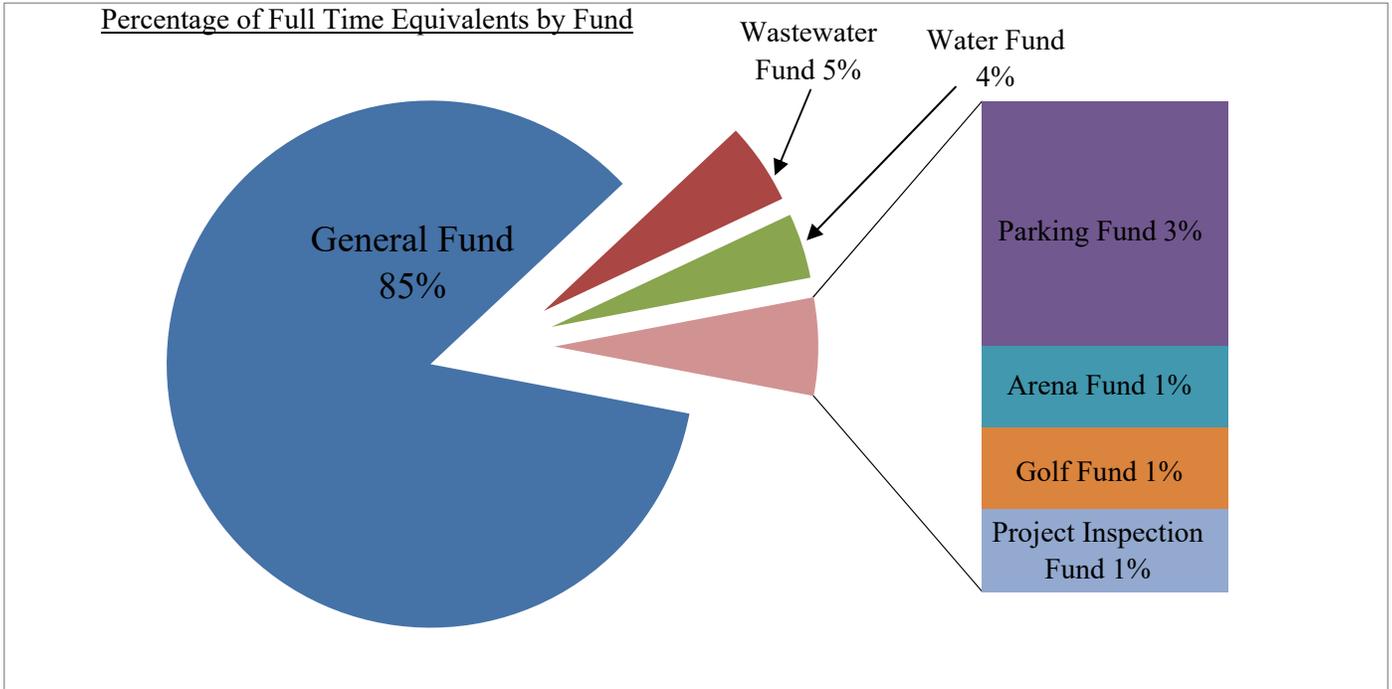
Budget Summary

The total number of unique full time and part time positions is 505.

Position Changes for Fiscal Year 2020

Department	Position Change
Legal Department	Three Legal Secretary positions were eliminated and two Administrative Victim Witness Advocates positions and one Paralegal position were created. The part time Victim Witness Advocate position was eliminated.
Police Department	The Department upgraded the Administrative Specialist position to a Fiscal Technician III position and added one Police Officer position as a School Resource Officer for Merrimack Valley Middle School. The Parking fund realigned positions by eliminating six part time Parking Enforcement Officer (PEO) positions, adding three full time PEOs and one part time Parking Technician.
Fire Department	There was no increase in positions. The Department shifted a Fire Lieutenant—Paramedic position to a Fire Lieutenant position and upgraded the Administrative Specialist to a Fiscal Supervisor.
General Services Department	General Services changed a position from a Maintenance Aide to a Custodian.
Community Development	Engineering Services Division eliminated two full time Engineering Technician positions.
Library	The Department upgraded two positions from Library Assistant II's to Library Technicians.
Parks and Recreation Department	Additional staffing was added to support the multi purpose recreation building at White Park, two part time Guest Services Associates and one part time Custodian. Also, the Grounds Division Superintendent position was eliminated and a Senior Maintenance Aide position was added.

Budget Summary



Budgeted Temporary/Seasonal FTEs by Department

Department - Fund	FY18	FY19	FY20
Assessing - General Fund	0.38	0.05	0.05
City Clerk - General Fund*	3.43	3.43	4.17
Police - General Fund	0.34	0.34	0.34
Fire – General Fund	0.06	-	-
Community Development - General Fund	0.28	0.47	1.42
Parks & Recreation - General Fund	12.47	12.40	12.53
Parks & Recreation - Golf Fund	6.64	6.64	6.64
General Services – General Fund	4.86	5.04	5.04
General Services - Arena Fund	2.19	2.23	2.23
General Services - Water Fund	1.13	0.69	0.69
General Services - Wastewater Fund	0.26	0.31	0.31
Police - Parking Fund	0.34	0.34	0.34
Total Temporary/Seasonal FTEs	32.38	31.94	33.76

Planned Temporary Staff Levels by Department

Department	FY18	FY19	FY20
Assessing	1	1	1
City Clerk*	130	130	158
Police	3	3	3
General Services	24	30	30
Community Development	4	4	5
Parks & Recreation	84	84	84
Total Temporary Employee Count	246	252	281

* Includes election workers

2020 Operating Budget

Resolutions

	<u>Fiscal Year 2019</u> <u>Council Adopted</u>	<u>Fiscal Year 2020</u> <u>Council Adopted</u>
<u>Use of Funds</u>		
Budget Appropriations	\$65,104,962	\$66,524,857
War Credits	\$267,400	\$267,400
Overlay	<u>\$300,000</u>	<u>\$300,000</u>
Total Use of Funds	\$65,672,362	\$67,092,257
 <u>Sources of Funds</u>		
Miscellaneous Revenues	\$24,287,252	\$24,650,628
Amount to be Raised by Property Taxes	<u>\$41,385,110</u>	<u>\$42,441,629</u>
Total Sources of Funds	\$65,672,362	\$67,092,257
 <u>Tax Rate Determination</u>		
Assessed Value (A.V.) in Thousands of Dollars *	\$4,055,231	\$4,205,811
Amount to be Raised	\$41,385,110	\$42,441,629
Current Year Recommended Tax Rate / \$1,000 A.V.	10.21	10.09 **
Prior Year Tax Rate / \$1,000 A.V.	<u>9.84</u>	<u>9.90</u> *
Difference	0.37	0.19
Percentage Change	3.72%	1.92%
 * Market and real growth adjustments after budget adoption resulted in a taxable assessed value of \$4,180,810,620 for municipal purposes and a tax rate of \$9.90 per \$1,000 of assessed value.		
** Portion of the Recommended Tax Rate Allocated to Debt Service		1.75
Portion of the Prior Year Tax Rate Allocated to Debt Service		<u>1.67</u>
Increase over Prior Year		0.08
Percentage Change		4.8%
 ** Portion of the Recommended Tax Rate Allocated to All Other Costs		
Portion of the Prior Year Tax Rate Allocated to All Other Costs		<u>8.23</u>
Increase over Prior Year		0.11
Percentage Change		1.3%

CITY OF CONCORD

In the year of our Lord two thousand and nineteen

RESOLUTION FIXING AND DETERMINING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF CONCORD FOR THE FISCAL YEAR 2020 ENDING JUNE 30, 2020 FOR THE GENERAL FUND, SPECIAL REVENUE FUNDS, ENTERPRISE FUNDS, DEBT SERVICE FUNDS AND DE MINIMIS ACCOUNTS

WHEREAS, the proposed fiscal year 2020 budget as provided and summarized below; and

WHEREAS, the fiscal year 2020 budget provides for the operations, maintenance, improvements, payment of debt service, and transfers; and

WHEREAS, Section 34 of the City Charter requires the City Manager to 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 of Concord resolves as follows:

That there shall be appropriated the sums of:

Section 1: <u>General Fund</u>	\$66,524,857
Section 2: <u>Special Revenue Funds</u>	
Project Inspection Fund	\$359,109
Parking Fund	\$2,924,555
Airport Fund	\$444,765
Conservation Property Fund	\$106,491
Golf Course Fund	\$1,092,044
Arena Fund	\$647,896
Solid Waste Fund	\$4,539,339
Section 3: <u>Enterprise Funds</u>	
Water Fund	\$6,344,245
Wastewater Fund	\$8,589,632
Section 3: <u>Debt Service Funds</u>	
North End Opportunity Corridor Tax Increment Financing District	\$236,733
Sears Block Tax Increment Financing District	\$1,085,245
Penacook Village Tax Increment Financing District	\$58,530
Section 4: De minimis gifts and donations	\$150,000

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

CITY OF CONCORD

In the year of our Lord two thousand and nineteen

RESOLUTION AUTHORIZING AND APPROPRIATING FOR FISCAL YEAR 2020 (JULY 1, 2019 TO JUNE 30, 2020) THE SUM OF FIFTEEN MILLION EIGHT HUNDRED TWO THOUSAND SIX HUNDRED TWENTY EIGHT DOLLARS (\$15,802,628) FOR CAPITAL PROJECTS AND AUTHORIZING THE ISSUANCE OF BONDS AND NOTES IN THE AMOUNT OF ELEVEN MILLION SEVEN HUNDRED FIFTEEN THOUSAND DOLLARS (\$11,715,000) FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED IN THE BUDGET DOCUMENT (DEFINED BELOW)

Page 1 of 2

The City of Concord resolves as follows:

WHEREAS, the 2020-2029 Capital Improvement Plan (CIP) includes recommendations for various capital projects; and

WHEREAS, the Capital Improvement Program report Budget Listing by Funding Source included in the Fiscal Year 2020 Operating Budget and Capital Improvement Program (the "Budget Document") lists all fiscal year 2020 capital projects by CIP project number, title and funding source; and

WHEREAS, this resolution authorization the expenditure of funds for the fiscal year 2020 capital projects listed in the Budget Document and related capital improvements within the same CIP project number; 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; 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.

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

1. The sum of \$15,802,628
be and is hereby appropriated as follows:

Capital Projects Funds

General Capital Fund(s)	\$7,957,878
Parking Capital Fund(s)	\$1,741,000
Airport Capital Fund(s)	\$167,500
Golf Capital Fund(s)	\$80,000
Water Capital Fund(s)	\$4,604,375
Sewer Capital Fund(s)	\$1,251,875

CITY OF CONCORD

In the year of our Lord two thousand and nineteen

RESOLUTION AUTHORIZING AND APPROPRIATING FOR FISCAL YEAR 2020 (JULY 1, 2019 TO JUNE 30, 2020) THE SUM OF FIFTEEN MILLION EIGHT HUNDRED TWO THOUSAND SIX HUNDRED TWENTY EIGHT DOLLARS (\$15,802,628) FOR CAPITAL PROJECTS AND AUTHORIZING THE ISSUANCE OF BONDS AND NOTES IN THE AMOUNT OF ELEVEN MILLION SEVEN HUNDRED FIFTEEN THOUSAND DOLLARS (\$11,715,000) FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED IN THE BUDGET DOCUMENT (DEFINED BELOW)

Page 2 of 2

2. Revenue to meet said appropriation shall be provided from the following sources:

Capital Projects Funds

General Capital Fund(s) G.O. Bonds	4,167,500	
Parking Capital Fund(s) G.O. Bonds	1,735,000	
Airport Capital Fund(s) G.O. Bonds	155,000	
Golf Capital Fund(s) G.O. Bonds	80,000	
Water Capital Fund(s) G.O. Bonds	4,410,000	
Sewer Capital Fund(s) G.O. Bonds	1,167,500	
	Sub-Total Bonds	11,715,000

General Capital Transfer	454,250	
Parking Capital Transfer	6,000	
Airport Capital Transfer	12,500	
Water Capital Transfer	194,375	
Sewer Capital Transfer	84,375	
	Sub-Total Transfers	751,500

Transfer from Trust, Highway Reserve	3,140,000	
General Impact Fee Recreation Dist. 4	3,428	
General Impact Fee Traffic Dist. 1	107,000	
General Impact Fee Traffic Dist. 2	45,700	
General Impact Fee Traffic Dist. 3	40,000	
	Sub-Total Other	3,336,128

Total All Sources	<u>15,802,628</u>
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3. In order to meet said expenditures, the City Treasurer, with approval of the City Manager, is authorized to issue up to \$11,857,500 in bonds and notes for the City of Concord under the Municipal Finance Act.

4. 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.

5. Sums as appropriated shall be expended under the direction of the City Manager.

6. The useful life of the improvements is expected to be not less than five (5) years.

7. This resolution shall take effect upon its passage.

General Fund Revenue

<u>Summary</u>	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Property Taxes	\$36,844,125	\$38,180,141	\$40,805,658	\$40,818,300	\$41,874,229
Other Taxes	\$714,265	\$731,123	\$732,037	\$748,755	\$756,332
Intergovernmental	\$3,964,650	\$4,831,338	\$4,092,519	\$4,090,351	\$4,083,974
Rents and Leases	\$242,531	\$243,128	\$306,444	\$248,510	\$308,443
Fines and Penalties	\$816,041	\$596,870	\$597,100	\$593,175	\$518,500
Licenses and Permits	\$1,902,547	\$1,587,137	\$1,238,910	\$1,287,295	\$1,334,040
Investment Income	\$196,731	\$532,695	\$582,460	\$665,380	\$700,000
Donations	\$40,219	\$38,615	\$46,200	\$46,500	\$47,500
Transfer In	\$3,214,057	\$3,815,184	\$4,296,494	\$4,242,116	\$3,917,833
Use of Fund Balance/Retained Earnings	\$0	\$0	\$1,410,200	\$0	\$0
Motor Vehicle Registrations	\$6,686,684	\$7,141,635	\$6,740,000	\$7,152,900	\$7,081,994
Department Service Charges	\$3,248,105	\$3,542,932	\$3,396,514	\$3,534,642	\$3,545,977
Retiree Health Reimbursement	\$1,370,612	\$1,411,249	\$1,445,640	\$1,467,250	\$1,409,670
Other Revenue	\$1,273,779	\$1,207,436	\$1,018,323	\$1,302,890	\$946,365
Total Revenue	\$60,514,345	\$63,859,485	\$66,708,499	\$66,198,064	\$66,524,857

General Fund Revenue

<u>Detail</u>	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Property Taxes					
Property Taxes	\$36,844,125	\$38,180,141	\$40,805,658	\$40,818,300	\$41,874,229
Subtotal	\$36,844,125	\$38,180,141	\$40,805,658	\$40,818,300	\$41,874,229
Other Taxes					
Timber Tax	\$18,580	\$23,870	\$15,000	\$15,000	\$15,000
Payment-In-Lieu of Tax	\$695,628	\$707,254	\$716,937	\$733,655	\$741,232
Excavation Activity Tax	\$56	\$0	\$100	\$100	\$100
Subtotal	\$714,265	\$731,123	\$732,037	\$748,755	\$756,332
Intergovernmental					
Railroad Tax	\$45	\$708	\$1,561	\$1,516	\$1,517
US Dep of Homeland Security/FEMA	\$19,057	\$108,114	\$89,747	\$89,747	\$0
Medicare D Reimbursement	\$1,556	\$0	\$0	\$0	\$0
Drug Forfeiture/Restitution	\$17,066	\$12,754	\$13,000	\$6,000	\$10,000
Rooms and Meals Tax	\$2,191,965	\$2,190,811	\$2,190,108	\$2,190,108	\$2,190,812
Highway Block Grant	\$862,747	\$1,633,864	\$896,713	\$896,710	\$896,710
Forest Loss Reimbursement	\$450	\$460	\$460	\$460	\$460
Fire Service Aid	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
School District Payments	\$152,401	\$153,467	\$158,000	\$162,880	\$240,175
Multiple Local Governments	\$594,362	\$606,160	\$617,930	\$617,930	\$619,300
Subtotal	\$3,964,650	\$4,831,338	\$4,092,519	\$4,090,351	\$4,083,974
Rents and Leases					
Cruiser Rental Fee	\$22,847	\$38,120	\$32,000	\$19,500	\$27,000
Building Lease or Rental	\$162,141	\$148,855	\$204,220	\$159,610	\$185,790
Facility Lease or Rental	\$31,187	\$29,005	\$42,264	\$41,400	\$66,853
Land Lease or Rental	\$26,357	\$27,147	\$27,960	\$28,000	\$28,800
Subtotal	\$242,531	\$243,128	\$306,444	\$248,510	\$308,443
Fines and Penalties					
Interest Costs and Penalties	\$645,922	\$399,104	\$425,000	\$452,330	\$350,000
Court Ordered Payments-Cemeteries	\$102	\$77	\$0	\$50	\$0
Court Ordered Payments-Legal	(\$1,031)	\$1,303	\$1,100	\$100	\$500
Court Ordered Pymnts-Parks & Rec	\$59	\$25	\$0	\$95	\$0
Parking Penalties	\$99,132	\$115,281	\$100,000	\$75,000	\$100,000
False Alarm Penalties	\$29,841	\$44,452	\$33,000	\$33,000	\$33,000
Fines For Overdue Books	\$31,593	\$30,102	\$33,000	\$26,000	\$30,000
Fines For Code Prosecution	\$10,423	\$6,526	\$5,000	\$6,600	\$5,000
Subtotal	\$816,041	\$596,870	\$597,100	\$593,175	\$518,500

General Fund Revenue

	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Licenses and Permits					
Building Permits	\$488,306	\$752,085	\$645,000	\$660,000	\$700,000
Electrical Permits	\$67,120	\$66,593	\$65,000	\$70,000	\$70,000
Mechanical Permits	\$163,252	\$115,878	\$90,000	\$115,000	\$120,000
Plumbing Permits	\$39,523	\$42,769	\$45,000	\$42,000	\$42,000
Sign Permits	\$14,166	\$11,609	\$14,000	\$15,000	\$15,000
Fire Protect Permits	\$2,580	\$2,065	\$2,500	\$2,500	\$2,500
GS Street Excavation Permit	\$0	\$220	\$0	\$0	\$0
Misc Permits	\$57,478	\$55,101	\$55,000	\$55,000	\$55,000
PD Licenses and Permits	\$5,977	\$3,505	\$2,500	\$2,000	\$2,000
Street Excavation Fees	\$852,592	\$340,535	\$130,000	\$130,000	\$130,000
Engineering Licenses	\$5,520	\$4,187	\$4,800	\$4,800	\$4,800
Engineering Pole Lic. Recording Fees	\$110	\$220	\$50	\$70	\$100
POA Inspection Fees	\$19,910	\$20,130	\$19,665	\$20,000	\$19,665
School Inspection Fees	\$3,498	\$3,520	\$3,795	\$4,025	\$4,025
Food Service Licenses	\$90,532	\$97,599	\$95,000	\$100,000	\$102,000
Amusement Center Licenses	\$330	\$0	\$0	\$0	\$0
Rooming House Licenses	\$4,262	\$4,449	\$4,350	\$4,400	\$4,500
Yard Sales Permits	\$925	\$804	\$1,000	\$1,000	\$1,000
Taxi Cab Licenses	\$3,200	\$2,250	\$3,200	\$2,600	\$2,600
Peddler Licenses	\$9,557	\$11,728	\$9,500	\$10,000	\$10,000
Amusement Device Licenses	\$5,200	\$1,120	\$0	\$0	\$0
Entertainment Licenses	\$9,303	\$11,126	\$8,000	\$8,000	\$8,000
Convalescent Home Licenses	\$1,387	\$0	\$0	\$0	\$0
Recycling Center Licenses	\$1,052	\$1,315	\$1,600	\$1,500	\$1,500
Solicitation Licenses	\$1,305	\$1,265	\$1,400	\$1,100	\$1,100
Taxi Drivers Licenses	\$4,685	\$3,188	\$2,750	\$2,900	\$2,850
Misc Licenses & Permits	\$2,328	\$2,190	\$1,000	\$1,100	\$1,100
Pawnbroker/Secondhand Dealer Lic.	\$1,125	\$1,875	\$1,500	\$2,000	\$2,000
Dog Licenses	\$44,364	\$26,977	\$29,500	\$29,500	\$29,500
Marriage Licenses	\$2,962	\$2,835	\$2,800	\$2,800	\$2,800
Subtotal	\$1,902,547	\$1,587,137	\$1,238,910	\$1,287,295	\$1,334,040
Investment Income					
Investment Income	\$196,731	\$532,695	\$582,460	\$665,380	\$700,000
Subtotal	\$196,731	\$532,695	\$582,460	\$665,380	\$700,000

General Fund Revenue

	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Donations					
Donations	\$40,000	\$37,500	\$45,000	\$45,000	\$45,000
Music Program Donations	\$219	\$1,115	\$1,200	\$1,500	\$1,500
Fireworks Donation	\$0	\$0	\$0	\$0	\$1,000
Subtotal	\$40,219	\$38,615	\$46,200	\$46,500	\$47,500
Transfer In					
Transfer In-Engineering Inspections	\$2,389	\$3,742	\$3,710	\$3,710	\$3,600
Transfer In-Parking Fund	\$106,940	\$107,030	\$106,070	\$106,070	\$107,263
Transfer In-Parking Fund Snow Reim	\$58,200	\$58,200	\$0	\$0	\$0
Transfer In-Airport Fund	\$68,720	\$68,812	\$71,804	\$71,804	\$73,034
Transfer In-CD Con Prop Mgmt Fund	\$48,800	\$45,000	\$29,000	\$29,000	\$20,000
Transfer In-Impact Fee Fund	\$60,000	\$65,390	\$104,540	\$104,540	\$95,000
Transfer In-NEOCTIF	\$145,685	\$153,000	\$160,650	\$160,650	\$168,683
Transfer In-Sears Block TIF	\$412,560	\$469,882	\$469,725	\$469,725	\$461,291
Transfer In-Penacook TIF	\$6,690	\$7,025	\$7,380	\$7,380	\$7,750
Transfer In-Golf Fund	\$0	\$0	\$76,650	\$76,650	\$300
Transfer In-Arena Fund	\$64,350	\$65,797	\$69,123	\$69,123	\$66,497
Transfer In-Solid Waste Fund	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Transfer In-Water Fund	\$822,638	\$812,884	\$861,300	\$861,300	\$857,582
Transfer In-Wastewater Fund	\$946,840	\$1,043,751	\$1,095,684	\$1,095,684	\$1,081,708
Transfer In-Trust/Capital Reserve	\$75,000	\$52,216	\$480,500	\$450,500	\$449,500
Transfer In-Trust/Economic Dev	\$34,000	\$138,000	\$180,000	\$180,000	\$125,000
Transfer In-Trust/Flowers	\$6,000	\$5,500	\$6,500	\$6,500	\$6,500
Transfer In-Trust/Forest	\$40,453	\$0	\$40,458	\$36,080	\$49,225
Transfer In-Trust/General Care	\$122,155	\$118,187	\$122,000	\$122,000	\$137,000
Transfer In-Trust/Library	\$186,300	\$186,300	\$186,300	\$186,300	\$186,300
Transfer In-Trust/Self Insurance	\$2,737	\$409,369	\$220,000	\$200,000	\$16,500
Transfer In-Trust/Shrubs	\$0	\$1,500	\$1,500	\$1,500	\$1,500
Subtotal	\$3,214,057	\$3,815,184	\$4,296,494	\$4,242,116	\$3,917,833
Use of Fund Balance/Retained Earnings					
Budgetary Use of Fund Balance	\$0	\$0	\$1,410,200	\$0	\$0
Subtotal	\$0	\$0	\$1,410,200	\$0	\$0
Motor Vehicle Registrations					
Motor Vehicle Registrations	\$6,686,684	\$7,141,635	\$6,740,000	\$7,152,900	\$7,081,994
Subtotal	\$6,686,684	\$7,141,635	\$6,740,000	\$7,152,900	\$7,081,994

General Fund Revenue

	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Department Service Charges					
Salt Sales	\$29,044	\$18,589	\$30,000	\$30,000	\$30,000
Street Tree Sales	\$4,450	\$765	\$9,000	\$9,000	\$9,000
Timber Sales	\$23,835	\$29,215	\$10,000	\$13,000	\$1,000
MV State Agent Admin	\$123,777	\$127,323	\$122,000	\$127,556	\$127,200
MV Transportation Admin	\$19,773	\$20,185	\$19,300	\$20,230	\$20,400
MV Transportation Surcharge	\$177,984	\$181,661	\$175,000	\$181,655	\$181,400
MV Waste Disposal	\$20,004	\$20,410	\$19,300	\$20,094	\$20,230
Alarm Panel Plug In/Out	\$4,941	\$6,963	\$5,850	\$5,600	\$5,850
Master Alarm Box Connection	\$202,560	\$203,634	\$211,480	\$213,000	\$211,480
Advanced Life Support Intercept	\$1,098	\$1,098	\$1,647	\$1,647	\$1,647
Ambulance Service Charge	\$1,802,343	\$1,882,169	\$1,750,000	\$1,995,000	\$1,950,000
Recording Fees	\$11,545	\$7,955	\$4,800	\$7,310	\$6,000
Application Fee	\$20,984	\$22,673	\$22,360	\$23,200	\$22,360
Application for Appeal	\$16,557	\$30,834	\$19,000	\$24,000	\$22,000
Review Fee-Site Plans	\$38,474	\$62,967	\$40,000	\$40,000	\$40,000
Review Fee-Subdivision	\$8,090	\$9,675	\$9,000	\$16,000	\$15,000
Reports, Prints and Copies	\$28,236	\$27,289	\$21,450	\$3,650	\$3,250
Special Fire Duty Services	\$16,302	\$16,391	\$19,500	\$15,700	\$17,200
Recreation Player Fee-Parks	\$3,982	\$5,478	\$4,300	\$4,300	\$4,300
Sundry Services	\$57,022	\$49,593	\$45,320	\$47,860	\$46,120
Police Patrol Services	\$7,353	\$10,574	\$6,400	\$6,400	\$6,400
Police Witness Fees	\$13,307	\$8,057	\$8,000	\$5,600	\$6,000
Special Police Duty Services	\$196,286	\$321,321	\$275,000	\$177,000	\$275,000
Interment	\$78,051	\$88,123	\$80,100	\$85,000	\$80,100
Cemetery Maintenance	\$1,166	\$1,826	\$2,000	\$700	\$1,500
Inventory Mark-up	\$15,177	\$15,154	\$16,200	\$16,200	\$15,000
Overtime & Supply Charges	\$7,824	\$9,952	\$10,500	\$12,000	\$10,500
Miscellaneous Services	\$172,507	\$201,668	\$279,460	\$246,000	\$246,640
Non-Resident Library Fees	\$6,550	\$6,855	\$7,400	\$6,000	\$7,000
Camps	\$89,438	\$129,609	\$113,710	\$140,110	\$127,500
Aquatics Program	\$44,312	\$19,344	\$31,000	\$33,780	\$31,500
Lighting Charge	\$2,785	\$4,265	\$4,400	\$7,000	\$4,400
Concession Income	\$2,349	\$1,320	\$3,500	\$50	\$0
Subtotal	\$3,248,105	\$3,542,932	\$3,376,977	\$3,534,642	\$3,545,977

General Fund Revenue

	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Retiree Health Reimbursement					
NHRS subsidy for Retiree Health Ins	\$955,283	\$961,720	\$962,060	\$949,420	\$934,080
Retiree share of Health Ins	\$415,329	\$449,529	\$483,580	\$517,830	\$475,590
Subtotal	\$1,370,612	\$1,411,249	\$1,445,640	\$1,467,250	\$1,409,670
 Other Revenue					
Cable TV Franchise	\$923,973	\$889,139	\$900,370	\$841,500	\$832,500
Finance Charges	\$488	\$5,089	\$2,000	\$4,000	\$2,500
Insurance Distributions & Credits	\$0	\$0	\$0	\$291,350	\$0
Contribution-Purchase of Lots	\$15,348	\$26,422	\$23,100	\$31,600	\$23,100
Contribution-Purchase of Niches	\$1,460	\$3,564	\$2,000	\$8,100	\$3,000
Reimbursements	\$10,667	\$26,300	\$10,000	\$8,000	\$10,000
Sale of Surplus Property	\$29,084	\$90,877	\$30,000	\$28,050	\$30,000
Miscellaneous	\$292,759	\$160,545	\$45,353	\$84,290	\$39,765
Advertising Revenue	\$0	\$5,500	\$5,500	\$6,000	\$5,500
Subtotal	\$1,273,779	\$1,207,436	\$1,018,323	\$1,302,890	\$946,365
Total Revenue	\$60,514,345	\$63,859,485	\$66,708,499	\$66,198,064	\$66,524,857

General Fund Revenue

Description of Revenue Detail

The following items represent 85.7% of all General Fund revenues:

Property Taxes	\$41,874,229	62.9%
Motor Vehicle Registrations	\$7,081,994	10.6%
Transfer-In	\$3,917,833	5.9%
Intergovernmental - Rooms and Meals Tax	\$2,190,812	3.3%
Department Service Charges - Ambulance Service Charge	\$1,950,000	2.9%
Total	\$57,014,868	85.6%

Property Taxes

FY 2020 property taxes account for approximately 62.9% of General Fund revenues. This represents a 1.92% tax rate increase over FY 2019. 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 2020 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 2020 total tax revenue is \$42,441,629, up from \$41,385,110 adopted by City Council for FY 2019. Please refer to the Resolution section for a comparison of FY 2019 versus FY 2020 budgetary tax rates.

Motor Vehicle Registrations

Revenue from motor vehicle registrations represents 10.6% 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 5.9% 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 transfers 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.

General Fund Revenue

Intergovernmental

Rooms and Meals taxes represent 3.3% of all General Fund revenue and are estimated to be less than \$1,000 more than FY 2019.

Department Service Charges

Ambulance Service charges represent 2.9% 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 changes in emergency medical services demanded. 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 2020 will be the eleventh 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</u> <u>Fund Balance</u>	<u>Unassigned</u> <u>Fund Balance</u>
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
2018	\$17,514,013	\$11,371,395

Source: 2009-2018 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 2020. 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

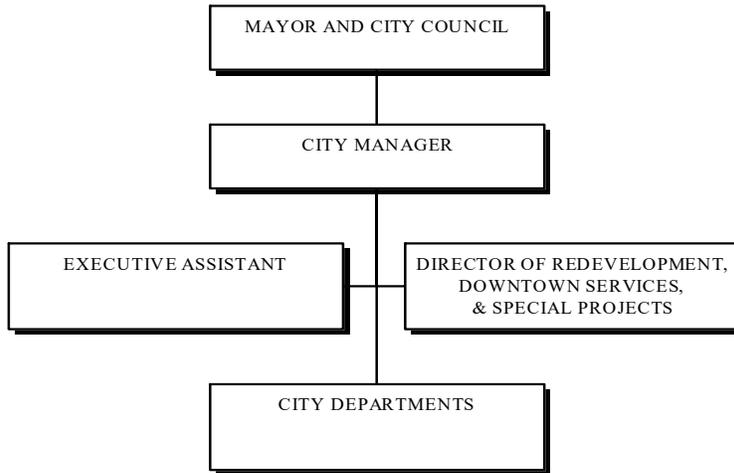
	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
City Manager	\$100	\$60,416	\$30,000	\$600	\$0
Legal	\$76,456	\$126,948	\$74,030	\$74,860	\$74,800
Assessing	\$715,298	\$731,912	\$732,847	\$749,540	\$757,117
Human Resources	\$36,556	\$35,000	\$35,000	\$35,000	\$35,000
Finance	\$48,024,854	\$50,556,260	\$53,449,800	\$52,589,384	\$53,477,492
City Clerk	\$125,138	\$91,179	\$86,720	\$97,400	\$87,570
General Overhead	\$4,161,377	\$4,617,377	\$4,785,992	\$5,020,082	\$4,347,644
Total Revenue	\$53,139,780	\$56,219,090	\$59,194,389	\$58,566,866	\$58,779,623
Expense					
City Manager	\$568,064	\$619,997	\$739,078	\$696,363	\$703,204
Legal	\$1,177,746	\$1,267,699	\$1,296,825	\$1,325,287	\$1,308,893
Assessing	\$649,553	\$631,959	\$680,614	\$671,664	\$693,546
Human Resources	\$506,377	\$546,312	\$562,838	\$562,930	\$588,579
Finance	\$2,091,977	\$2,194,995	\$2,250,522	\$2,271,786	\$2,274,753
Information Technology	\$857,818	\$894,322	\$961,126	\$949,075	\$975,511
City Council	\$38,306	\$34,180	\$38,892	\$35,261	\$40,698
City Clerk	\$428,515	\$398,230	\$460,981	\$480,899	\$496,928
General Overhead	\$11,674,407	\$12,911,504	\$14,036,373	\$13,069,097	\$13,219,941
Total Expense	\$17,992,763	\$19,499,197	\$21,027,249	\$20,062,362	\$20,302,053

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

<u>Budget Detail</u>	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
Miscellaneous	\$100	\$200	\$0	\$600	\$0
Transfer In-Trust/Capital Reserve	\$0	\$9,216	\$30,000	\$0	\$0
Transfer In-Trust/Economic Dev	\$0	\$51,000	\$0	\$0	\$0
Total Revenue	\$100	\$60,416	\$30,000	\$600	\$0
Expense					
Compensation	\$365,493	\$389,780	\$441,535	\$444,480	\$452,982
Fringe Benefits	\$133,055	\$143,798	\$179,743	\$162,880	\$160,872
Outside Services	\$64,892	\$80,266	\$111,390	\$82,613	\$82,460
Supplies	\$1,464	\$2,953	\$3,300	\$3,300	\$3,800
Insurance	\$3,160	\$3,200	\$3,110	\$3,090	\$3,090
Total Expense	\$568,064	\$619,997	\$739,078	\$696,363	\$703,204

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. CDBG Grant Applications	1	0	2	1
2. CDBG Grant Awards	1	0	2	1
3. Amount of CDBG Funding Requested	\$500,000	0	\$1,000,000	\$500,000
4. Amount of CDBG Funding Awarded	\$500,000	0	\$1,000,000	\$500,000

2020 Goals

- Maintain or improve the City’s financial position and bond ratings while managing a balanced budget.
- Complete priority infrastructure projects including, but not limited to, bridge replacements, parking garages, storm water, roadway maintenance and plant facilities.
- Continue to enhance public information accessibility, increase marketing outreach, and improve communications abilities throughout the organization.
- Apply for maximum funding possible for housing and economic development related projects under the Community Development Block Grant program, as administered by the NH Community Development Finance Authority.
- Continue to work with Library Administration to determine the next phase for the Penacook Library.
- Continue to work with Community Development to implement new economic development initiatives.
- Continue implementation of new financial Enterprise Resource Planning system organization wide.
- Advance the design for Storrs Street North and coordinate with NHDOT on the I-93 widening project.
- Continue to identify and implement strategies in dealing with individuals in mental and behavioral health crisis.
- Successfully on-line new recreation building at White Park and continue to grow community program value of the Multi-Generational Community Center.

City Manager

2019 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, storm water, parking garages, and bridge replacements.
9-Month Status: A solution to the storm water management issues that impacts the Kimball Jenkins Estate, which will involve the addition of a secondary drainage pipe within the City's property adjacent to Kimball Jenkins, has been developed. This alternative will alleviate the flooding concern and minimize construction impact to Kimball Jenkins' operations. The project is anticipated to begin in late fall 2019, pending City Council approval.

Evaluation of the final design and replacement of the Hooksett Road, North Pembroke Road, and Birchdale Road bridges was completed. All three bridges are expected to be rebuilt in FY 2020.

Repairs and renovations of the School Street Parking Garage began in November 2017. The project is scheduled to be completed in the summer of 2020. Steel repairs have been completed on Levels 2-5. Much of the garage has been repainted, the new north stair tower has been completed, and the elevator has been replaced. Replacement of the south stair tower is currently underway. Remaining work includes completion of the south stair tower, construction of the maintenance storage room, concrete and waterproofing repairs, as well as installation of new signage. Reconstruction of the Red River Theatre vestibule and elevator tower roof at the Storrs Street Parking Garage was substantially completed in 2017; however, the vestibule continues to leak. The contractor will resume work in spring 2019 to permanently resolve the issue. In addition, work to address mold and paint issues in all three stair towers of the Storrs Street garage will be completed in spring/summer 2019.
3. Work with Community Development to implement new economic development initiatives.
9-Month Status: The Economic Development Director grew business visitations and worked to successfully bring ArgenTech Solutions and MetalMax to Concord. A mission to Canada is scheduled for April 2019. Meetings are planned with multiple Canadian businesses and trade associations.
4. Continue implementation of a new financial Enterprise Resource Planning system for the organization.
9-Month Status: The "go live" date for the Financial Module has been pushed to July 1, 2019. The buildout of the project ledger (for capital projects, grants and donations) portion of the implementation was more extensive than originally anticipated. The first portion of the Human Capital Management (HCM) (Payroll and Human Resources) will commence before the end of FY 2019.
5. Continue to enhance public information accessibility, increase marketing outreach, and improve communications abilities throughout the organization.
9-Month Status: The Public Information Officer is working with Departments across the City to centralize communications and increase public outreach. The City is currently utilizing several channels to share information, including: social media, a monthly podcast on Soundcloud and iTunes, a blog site, the City website, the City Manager's Newsletter, videos produced by ConcordTV, traditional media outreach, and the burbio online events calendar.
6. Develop and implement, in coordination with Fire Administration, a succession plan for management positions to ensure continuity.
9-Month Status: With the planned retirement of the Communications Supervisor in January 2019, a process was initiated in May of 2018 to replace him. A candidate was identified and recruitment processes for Lead Dispatcher and Dispatcher were initiated to replace them. This schedule allowed for several weeks of mentoring and orientation prior to the incumbent supervisor's retirement, resulting in a very seamless transition at all levels.

City Manager

2019 Goal Status

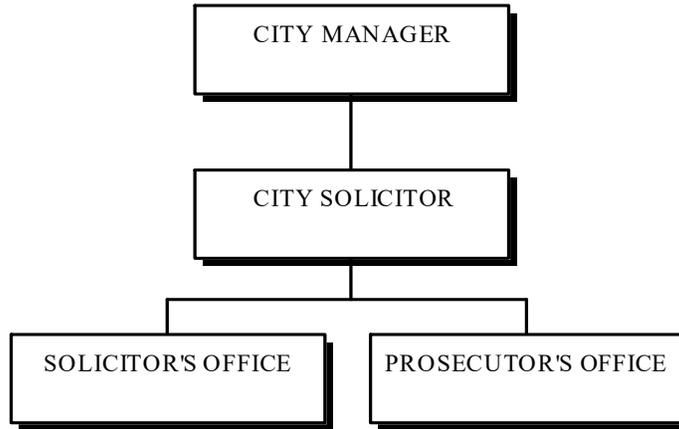
7. Continue efforts to identify and implement strategies in dealing with individuals in mental and behavioral health crisis across the organization.
9-Month Status: The Police Department has worked very closely with Riverbend and Riverbend's Mobile Crisis Unit. The Department utilizes the Mobile Crisis Unit when it is safe and appropriate to have the Mobile Unit respond to the scene when officers are dealing with a mental health crisis. This allows the patient to be evaluated at the scene and receive 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. In the first three quarters of FY 2019, the Police Department has utilized the Mobile Crisis Unit 106 times. The working relationship with Riverbend has grown strongly this past year. Members of the Police Department meet with Riverbend and representatives of the Mobile Crisis Unit once a month to discuss the successes and short falls the Mobile Unit is experiencing and how to improve its effectiveness. The Police Department currently has three Crisis Intervention Team members and plans on adding more members to the Unit. In the first three quarters of FY 2019, the Police Department responded to 391 calls involving mental health issues, compared to 374 calls during the same timeframe last year.
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-Month Status: During FY2019 the City applied for and secured \$1 million in CDBG funding. Specifically, in July 2018, the City applied for \$500,000 in CDBG funds to support development of Caleb Development Corporation's Penacook Landing Project at the former Allied Leather Tannery site at 35 Canal Street. This application was successful and funding was awarded in October 2018. CDBG funded improvements were bid on May 2, 2019, and work is scheduled to be completed this summer. Also, in January 2019, the City applied for \$500,000 for utility infrastructure improvements at the Top of the Hill Manufactured Housing Cooperative located at 190 Manchester Street. This application was also successful and funding was tentatively awarded in April. Subject to final award by the State of New Hampshire, the proposed water and sewer improvements will be undertaken within the next 6 to 12 months.
9. Working with the Library Administration, determine the next phase for the Penacook Library, and how to embark on a successful transition.
9-Month Status: The Library Director has visited numerous properties as they become available in Penacook. To date, nothing has been suitable or affordable for a library 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.
9-Month Status: The Building Inspector and Health and Licensing Officer positions have been filled. Recruitment for two part-time Permit Technician positions was delayed due to an unexpected internal staffing issue that precluded full implementation of the reorganization. The goal is to fill one of the two Permit Technician positions by the end of FY 2019.

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

<u>Budget Detail</u>	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
Multiple Local Governments	\$65,940	\$66,599	\$67,930	\$67,930	\$69,300
Reports, Prints and Copies	\$826	\$926	\$0	\$200	\$0
Court Ordered Payments-Legal	(\$1,031)	\$1,303	\$1,100	\$100	\$500
Fines For Code Prosecution	\$10,423	\$6,526	\$5,000	\$6,600	\$5,000
Miscellaneous	\$299	\$51,593	\$0	\$30	\$0
Total Revenue	\$76,456	\$126,948	\$74,030	\$74,860	\$74,800
Expense					
Compensation	\$732,305	\$778,731	\$806,676	\$817,450	\$821,432
Fringe Benefits	\$280,704	\$303,765	\$325,722	\$331,040	\$329,470
Outside Services	\$151,658	\$176,350	\$153,877	\$166,247	\$147,781
Supplies	\$6,538	\$2,303	\$4,000	\$4,000	\$4,000
Insurance	\$6,540	\$6,550	\$6,550	\$6,550	\$6,210
Total Expense	\$1,177,746	\$1,267,699	\$1,296,825	\$1,325,287	\$1,308,893

<u>Service Indicators</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Estimated</u>	2020 <u>Projected</u>
1. Civil Litigation Cases	*26	*24	*15	*20
2. Tax Abatement Cases	*39	*25	*22	*27
3. Tax Lien Mortgages (Research at Registry)	498	**0	364	364
4. Tax Deed Mortgages (Research at Registry)	100	**0	14	100
5. Tax Title Searched for Properties to be Deeded	598	**0	378	464
6. Ordinances, Reports and Resolutions	102	147	120	130
7. Negotiated Union Contracts (out of 6)	4	1	1	4
8. Licenses, Agreements and MOUs	88	69	55	60
9. Bankruptcy Matters (Claims Filed)	27	31	18	15
10. City Department/Public Body Westlaw Legal Research	466	2,036	2,400	2,500
11. Financial Guarantees for City Projects/Developments	36	46	50	55
12. Right-to-Know Requests	50	69	60	60
13. Complaints Filed/Reviewed	4,513	3,838	3,425	3,400
14. Criminal Dispositions, Hearings, Proceedings	18,569	14,146	13,500	13,250
15. Juvenile Dispositions and Hearings	751	1,026	650	600
16. Administrative License Suspensions	204	205	200	200
17. Concord Code Enforcement	60	28	10	10

* Includes pending cases from prior years.

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

Legal

2020 Goals

1. The City Solicitor's Office will begin the process of transferring historical case files stored in archives to an electronic format in accordance with RSA chapter 33-A.
2. The City Solicitor's Office will provide Right-to-Know law training with respect to reviewing how to conduct a public meeting for the City's Committees, Boards and Commissions.
3. The Prosecutor's Office will continue to implement a new training technique, whereby new police officers are required to provide the Prosecutors Office with several reports so that a mock trial can be done during their training with this Office.
4. The City Prosecutor and Assistant Prosecutors will be involved in victim witness advocacy training. In addition, the Prosecutor's Office is working with the Concord Police Department's Domestic Violence Unit.

2019 Goals Status

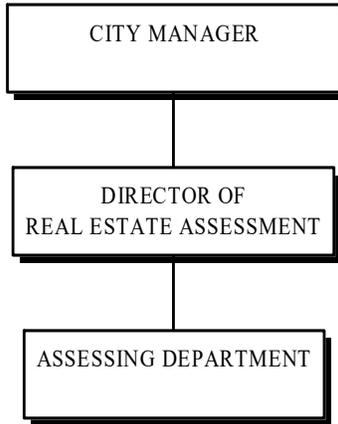
- 1 The City Solicitor's Office will provide Right-to-Know law training to City Departments.
9-Month Status: A Right-to-Know law training is being held in May 2019.
2. The City Solicitor's Office will continue to organize and archive case files.
9-Month Status: Completed. Case files have been organized and archived.
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.
9-Month Status: All new officers are required to spend a morning in court with the City Prosecutor during their field training.
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.
9-Month Status: The two Americorps Victim Witness Advocates have started training through an on-line course, which provides over 40 classes tailored to the training of Victim Advocates.

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

<u>Budget Detail</u>	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Timber Tax	\$18,580	\$23,870	\$15,000	\$15,000	\$15,000
Payment-In-Lieu of Tax	\$695,628	\$707,254	\$716,937	\$733,655	\$741,232
Excavation Activity Tax	\$56	\$0	\$100	\$100	\$100
Forest Loss Reimbursement	\$450	\$460	\$460	\$460	\$460
Miscellaneous	\$583	\$329	\$350	\$325	\$325
Total Revenue	\$715,298	\$731,912	\$732,847	\$749,540	\$757,117
Expense					
Compensation	\$374,316	\$387,503	\$405,854	\$408,200	\$419,338
Fringe Benefits	\$187,397	\$197,405	\$211,440	\$212,340	\$209,877
Outside Services	\$80,575	\$41,996	\$56,340	\$44,144	\$57,471
Supplies	\$3,615	\$1,795	\$3,700	\$3,700	\$3,700
Insurance	\$3,650	\$3,260	\$3,280	\$3,280	\$3,160
Total Expense	\$649,553	\$631,959	\$680,614	\$671,664	\$693,546

<u>Service Indicators</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Building Permits Processed	506	530	510	525
2. Building Permits Inspected	215	185	195	200
3. New Homes Added	51	54	45	40
4. New Parcels Added	50	60	50	55
5. Deed Changes Processed	708	818	675	650
6. Sales Reviews Conducted	527	300	400	600
7. Appeals: BTLA & Superior Court	9	17	15	18

2020 Goals

1. Complete a statistical update for all property for market value as of April 1, 2019.
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.

2019 Goals Status

1. Complete a statistical update for all property for market value as of April 1, 2018.
9-Month Status: Statistical update completed.
2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.
9-Month Status: Phase V has established three geographic portions known as “Milestones”. Milestone 1 was compiled by CAI and delivered preliminary data to the City in July 2018. CAI met with City staff to review Milestone 1 and all changes from the meeting have been incorporated into the data. Milestone 2 was compiled by CAI and delivered preliminary data for staff to review. Milestone 3 is estimated to be 95% complete.

Assessing

2019 Goals Status (continued)

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.

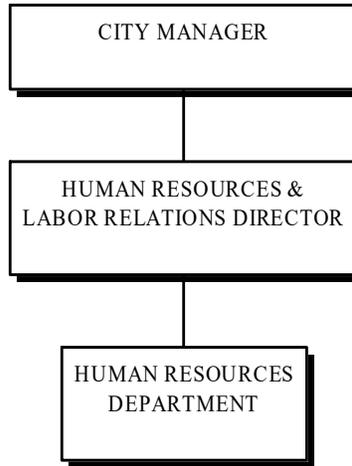
9-Month Status: The Water Project—17 Depot Street did not meet the qualifications for exemption after review. The Crisis Center of Central NH did not meet the qualifications for exemption due to non-occupancy of the building. NAMI New Hampshire met the qualifications for the 85 North State Street building and is partially exempt for the property located at 87 North State Street for April 1, 2018. The IQRA Islamic Society of Greater Concord was granted partial exemption for April 1, 2018 due to non-occupancy for part of the building.

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 City of Concord employees and retirees.
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

<u>Budget Detail</u>	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
Medicare D Reimbursement	\$1,556	\$0	\$0	\$0	\$0
Donations	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Total Revenue	\$36,556	\$35,000	\$35,000	\$35,000	\$35,000
Expense					
Compensation	\$294,000	\$301,860	\$310,927	\$310,927	\$329,335
Fringe Benefits	\$124,693	\$147,454	\$164,604	\$164,595	\$171,244
Outside Services	\$82,144	\$91,576	\$80,937	\$81,038	\$81,750
Supplies	\$3,180	\$2,821	\$3,800	\$3,800	\$3,800
Insurance	\$2,360	\$2,600	\$2,570	\$2,570	\$2,450
Total Expense	\$506,377	\$546,312	\$562,838	\$562,930	\$588,579

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Recruitments Conducted	80	79	85	80
2. Wellflex Enrollments	411	419	410	420
3. Wellflex Completions	88	76	70	75
4. New Hire Orientations	-	*13	14	14
5. Retirements Processed	16	16	17	20
6. Lost Time Injury Frequency	-	*13	13	13

* First year reporting.

2020 Goals

1. Implement and transition employees to an online wellness portal to facilitate greater participation in the program.
2. Continue to positively impact retention by conducting appropriate wage assessments, conducting stay interviews, providing appropriate professional development opportunities, and sourcing applicants in successful and efficient methods.
3. Partner with Information Technology to establish a Safety and Training database that has reporting functionality.
4. 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.
5. Work collaboratively with City Departments on ERP implementation of Human Capital Management and Payroll Modules.

Human Resources

2019 Goals Status

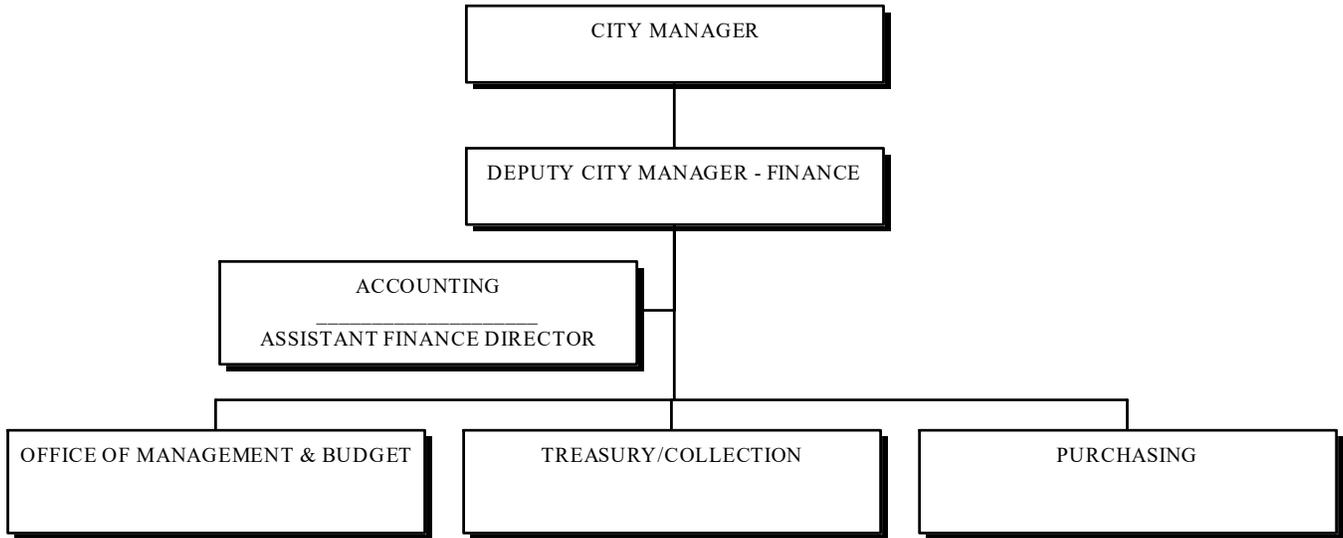
1. Continue to positively impact retention by conducting appropriate wage assessments; conducting stay interviews; providing appropriate professional development opportunities; and sourcing candidates in successful, efficient methods.
9-Month Status: We have conducted wage assessments for Information Technology and Parking Enforcement to find more work is necessary in these areas. We have conducted stay interviews in a high functioning division to determine what components can be shared out for successful retention. We have focused our professional development on three of our staff re-certifying their SHRM and HRCI licensing. We have worked with the University System to focus on alumni recruitment and with the Employee Services Guard and Reserve program to focus on recruiting veterans.
2. Maintain Worker's Compensation premiums at the current level or less, while proactively managing return to work cases expeditiously.
9-Month Status: The City's loss ration adjustment factor (LRAF) is currently .67, which reflects a .02 increase over 2017. The City is currently maintaining a healthy neutral trend. While we continue to proactively manage our return to work cases, we actively pursue cost containment measures like utilizing the second injury fund. There are mitigating factors to our LRAF which lead to premium increases. This year, we were fortunate to receive a premium holiday on worker's compensation insurance for performance during calendar year 2017.
3. Ensure compliance with the NH Department of Labor's requirement for annual facility safety inspections.
9-Month Status: 100% of City facilities requiring a JLMC annual safety inspection have been completed.
4. Conduct a salary and job classification study of Engineering and IT positions in order to stay competitive and current in the market.
9-Month Status: This was not funded in FY 2019.
5. Increase Wellness Program completion in order to increase employee fitness and health, impacting health insurance premiums positively.
9-Month Status: To date, there are 18 employees and/or spouses who have fully completed all of the required components of the wellness program. This is slightly above where our statistics typically are at this point in the year. Most of the component completions are turned in closer to the end of the wellness year and the numbers generally increase at that point. This year's major component is an activity-based component and that tends to have an impact on the overall number of employees and spouses who fully complete. The physical activity requirements of the wellness program usually have the lowest number of participation. The years that have the online Health Questionnaire as the major component will see a sharp increase in employees and spouses who fully complete the program, as that is an easier component to complete.
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.
9-Month Status: The Department has provided two Mental Health First Aid Programs: a group webinar entitled "Whatever Happened to Courtesy, Civility, and Respect"; and a program entitled, "Managing Emotionally Based Performance Problems and Embracing Stress," which was offered twice. In addition, the City provided opportunities on a quarterly basis for employees to meet with the Vice President of Operations at Riverbend to conduct Mental Health 101. The City has also started offering Depression/Anxiety screenings for all employees.
7. Conduct, develop and implement a supervisor training curriculum based on City policies and procedures.
9-Month Status: This program is underway and will be completed in FY 2020.
8. Develop required training on Citywide policies and provide multiple offerings throughout the year.
9-Month Status: This has begun and is under review at the Department Head level.
9. Provide at least six CPR/AED training programs, with or without First Aid.
9-Month Status: To date, 39 employees have been certified with the National Safety Council's First Aid/CPR/AED training program over the course of 7 training dates.

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

<u>Budget Detail</u>	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Property Taxes-2016 on	\$36,844,125	\$38,180,141	\$40,805,658	\$40,818,300	\$41,874,229
Railroad Tax	\$45	\$708	\$1,561	\$1,516	\$1,517
Motor Vehicle Registrations	\$6,686,684	\$7,141,635	\$6,740,000	\$7,152,900	\$7,081,994
Interest Costs and Penalties	\$645,922	\$399,104	\$425,000	\$452,330	\$350,000
Rooms and Meals Tax	\$2,191,965	\$2,190,811	\$2,190,108	\$2,190,108	\$2,190,812
Highway Block Grant	\$862,747	\$1,633,864	\$896,713	\$896,710	\$896,710
MV State Agent Admin	\$123,777	\$127,323	\$122,000	\$127,556	\$127,200
MV Transportation Admin	\$19,773	\$20,185	\$19,300	\$20,230	\$20,400
MV Transportation Surcharge	\$177,984	\$181,661	\$175,000	\$181,655	\$181,400
MV Waste Disposal	\$20,004	\$20,410	\$19,300	\$20,094	\$20,230
Investment Income	\$196,731	\$532,695	\$582,460	\$665,380	\$700,000
Finance Charges	\$488	\$5,089	\$2,000	\$4,000	\$2,500
Sale of Surplus Property	\$29,084	\$90,877	\$30,000	\$28,050	\$30,000
Miscellaneous	\$195,526	\$1,758	\$500	\$555	\$500
Budgetary Use of Fund Balance	\$0	\$0	\$1,410,200	\$0	\$0
Transfer In-Trust/Capital Reserve	\$30,000	\$30,000	\$30,000	\$30,000	\$0
Total Revenue	\$48,024,854	\$50,556,260	\$53,449,800	\$52,589,384	\$53,477,492
Expense					
Compensation	\$1,233,234	\$1,328,695	\$1,336,435	\$1,341,600	\$1,365,103
Fringe Benefits	\$562,941	\$573,088	\$599,283	\$616,895	\$614,764
Outside Services	\$224,998	\$213,104	\$229,801	\$230,441	\$240,590
Supplies	\$38,177	\$33,790	\$44,213	\$42,050	\$43,486
Insurance	\$11,590	\$11,570	\$10,790	\$10,780	\$10,810
Capital Outlay	\$21,038	\$34,738	\$30,000	\$30,000	\$0
Miscellaneous	\$0	\$11	\$0	\$20	\$0
Total Expense	\$2,091,977	\$2,194,995	\$2,250,522	\$2,271,786	\$2,274,753

Finance

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Collection Rate as a % of Current Levy	98.8%	98.6%	98.6%	98.6%
2. Total Number of Motor Vehicle Registrations	44,900	46,087	46,200	46,300
3. Bond Rating – Moody’s/S&P	Aa1/AA+	Aa1/AA+	AA+	AA+
4. Number of Purchasing Transactions	7,825	7,574	7,700	7,700
5. Dollar Value of All Purchasing Transactions	\$44,939,559	\$45,549,772	\$46,000,000	\$46,000,000

2020 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 rating.
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. Work with first phase of Financial module of the new Enterprise Resource Planning (ERP) software go live date of July 1, 2019, and begin the setup and testing of the Human Capital Management (HCM) module in anticipation of an April 1, 2020 go live date.

2019 Goals Status

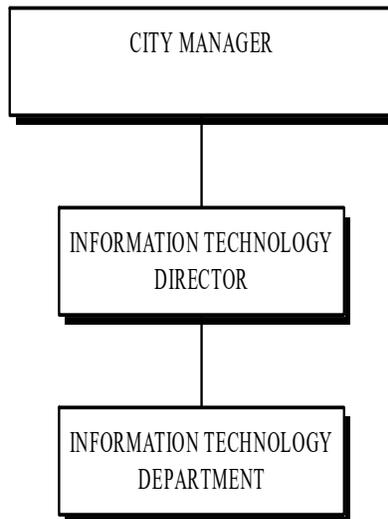
1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
9-Month Status: The collection rate continues to be favorable despite the economic waves this year. The collection rate for June 30, 2018 was 98.6%. The Collections Office will continue mailing friendly reminder notices in February and April to past due tax accounts. This new noticing has proven to decrease the number of “intent to lien” notices mailed out yearly.
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 “strong financial management policies and procedures.”
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.
9-Month Status: The City’s Purchasing staff continues to work with the State of NH Purchasing Office and the NHGFOA Cooperative Purchasing and Procurement Committee . The Committee’s purpose is to assist members in improving their procurement processes, collaborating on purchasing opportunities where possible, and providing learning opportunities. The City of Concord is a member of the committee and utilizes selective cooperative purchasing contracts competitively bid and awarded by the following regional and national purchasing consortia: Massachusetts Higher Education Consortium; Greater Boston Police Council; US Communities; Sourcwell; NASPO ValuePoint; HGAC-Buy; National Cooperative Purchasing Alliance; and the National Intergovernmental Purchasing Alliance. The City has used cooperative contracts to procure elevator services, road salt, office and janitorial supplies, water supply and wastewater treatment chemicals, LED lighting conversions, office furniture, and emergency and fleet vehicles.
4. Complete implementation of the Financial 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.
9-Month Status: The go live date for the Financial Module has been pushed to July 1, 2019. The buildout of the project ledger (for capital projects, grants and donations) portion of the implementation was more extensive than originally anticipated. The first portion of the Human Capital Management (HCM) (Payroll and Human Resources) will commence before the end of FY 2019.

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

<u>Budget Detail</u>	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Expense					
Compensation	\$504,102	\$520,980	\$551,079	\$556,430	\$574,768
Fringe Benefits	\$200,673	\$223,408	\$252,527	\$235,195	\$235,155
Outside Services	\$147,787	\$144,257	\$151,330	\$151,260	\$159,568
Supplies	\$1,027	\$1,626	\$1,800	\$1,800	\$1,800
Insurance	\$4,230	\$4,050	\$4,390	\$4,390	\$4,220
Total Expense	\$857,818	\$894,322	\$961,126	\$949,075	\$975,511

<u>Service Indicators</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Number of Support Calls	3,700	3,100	3,200	4,000
2. Network Availability - Estimated Percentage	99.3%	99.6%	99.6%	99.7%
3. Average Website Visitors per Month	36,000	43,000	45,000	48,000
4. Number of Employee Systems Supported	482	490	503	510
5. Average Age of Hardware Systems	2.8	3.4	2.9	3.3

2020 Goals

1. Design Technical and Communication Infrastructure for new Fire Training Complex. This will include all video, phone, fax, and data terminals and teleconferencing requirements. Additional concerns will include fiber connectivity to the new City building, as well as any emergency operations requirements.
2. Continued Support of Legacy ERP System and Implementation of New ERP System. New Modules for FY 2019 are tentatively the FM financials and HR modules, along with a concurrent implementation of a time and attendance system across the enterprise.
3. Implementation of a replacement permitting system for Community Development. Tentative start dates are targeted for November 2019, with a yearlong rollout period. Extensive planning and training will be required for both in-house and online application portals.
4. Development of replacement utility and third party application import software for integration with our new ERP system. Budgeting, Capital, and Utility import applications will need to be created, along with extensive custom reporting.
5. Replacement of Office productivity suite across the enterprise. All departments will be upgraded from MS Office 2010 to Office 2019, with alternate options (Google Docs) being implemented in targeted areas.

2019 Goals Status

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.
9-Month Status: Completed April 2019. Migrated to onsite messaging platform and integrated with voicemail system. Migrated over five hundred email accounts, along with associated service accounts/calendars, and contacts to new system. This system is relied upon for multiple connected notification systems including Police/Fire/and HVAC systems.

Information Technology

2019 Goals Status (continued)

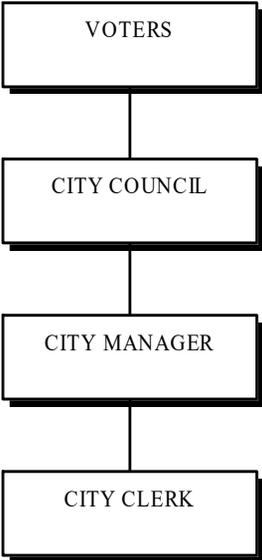
2. Replace the host server systems of our Virtual Server Infrastructure. These infrastructure “engines” allow us to consolidate, manage and maintain over 100 virtualized server systems. They also perform the work for the City’s ERP systems and all future financial systems. Developing high availability and robust performance is the goal for our service oriented systems.
9-Month Status: Approximately 33% finished. Delayed due to uncertain requirements for new systems being planned. Expected to be completed in Fall 2019. Two new host systems will be required to support the new permitting systems, as well as virtual servers for time and attendance requirements.
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.
9-Month Status: Ongoing. We continue to support our current legacy ERP system; while designing, maintaining, and training on our new ERP system. Expected to continue through FY 2021. Extensive planning and design collaboration with vendor and all divisions of Finance and budgeting has this moving forward.
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.
9-Month Status: This will be completed by the end of FY 2019. We have converted the legacy system data and continue to work with both the Assessing Department, as well as Vendor Vision Appraisal, to adapt and improvise our business processes to accommodate the updated software.
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.
9-Month Status: Delayed due to lack of resources to test/implement. Currently using the 7-year old legacy system to monitor servers, switches, firewalls for security, availability, service outages, proactive resource issues, and emergency technical notification system. Expected to be completed in FY 2020.

City Council

Mission

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

CITY COUNCIL
ORGANIZATIONAL CHART



City Council

<u>Budget Detail</u>	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Expense					
Compensation	\$16,000	\$16,000	\$16,000	\$15,500	\$16,000
Fringe Benefits	\$1,245	\$1,246	\$1,262	\$1,261	\$1,248
Outside Services	\$19,568	\$15,451	\$20,240	\$17,760	\$22,070
Supplies	\$1,333	\$1,333	\$1,250	\$600	\$1,250
Insurance	\$160	\$150	\$140	\$140	\$130
Total Expense	\$38,306	\$34,180	\$38,892	\$35,261	\$40,698

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 five of its six labor unions. The City is currently in negotiations with the Concord Police Supervisors Association (CPSA), whose contract expired on December 31, 2018.
- b) Health Insurance Costs: Health insurance costs increased 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, in 2018, 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 resulted in an increase of approximately \$30,000 for the retiree health insurance subsidy. The City has been given a rate hold for the “not to exceed” number for FY 2020.

City Council

GOAL 1. BALANCED BUDGET ISSUES: FY 2019 AND FY 2020 (continued)

- c) Capital Financing Alternatives / Storm Water Utility: City Administration continues to discuss this issue with City Council and will work together to determine if this separate fund is necessary to change how the City addresses storm water issues.

The Engineering Services Division is working to secure consulting services for the analysis required to evaluate a storm water utility.

- d) Enterprise Fund Approach: The Fiscal Policy Advisory Committee had an initial discussion regarding Enterprise Funds at their April 16, 2018 meeting. The Committee further discussed Enterprise and Special Revenue funds at its September 17, 2018 meeting, specifically addressing the Solid Waste, Arena and Golf funds. After consultation with the City's external auditors, the Committee recommended to the full City Council to reclassify the Solid Waste, Arena and Golf funds from Enterprise to Special Revenue, and for the City Manager to include support to other funds in the annual budget process. The City Council approved the recommendation at the November 2018 City Council meeting.

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

An Economic Development Marketing Tool Kit and a Strategic Plan was accepted by City Council, and the new Economic Development website went 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. This project was successfully completed in the summer of 2018.

City Council authorized ArgenTech Solutions, Inc., to apply for an FAA waiver to locate a drone operations training company at the Concord Municipal Airport. The company has now located its corporate headquarters in Hangar 4.

Upon unanimous recommendation of the Planning Board, the City Council unanimously 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. The owners of the option on the property recently stated that they are continuing to work to secure a supermarket for the site.

The Granite Center development project to redevelop 6 Dixon Avenue, 14 Dixon Avenue, and 1 Eagle Square, is nearing completion.

The Rollins Court housing project that will redevelop the former St. Peter's Church site was approved by the Planning Board. This project has been delayed per the developer.

An Aldi Supermarket opened on Loudon Road in the fall of 2018, and, according to sources associated with the development, it is outpacing sales expectations.

The OCP Zoning District was modified to allow for the inclusion of housing.

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.

City Council

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

(continued)

During calendar year 2018, the Police Department made 335 arrests of individuals with illegal drug related charges. The Department continues to use Project Granite Shield grant funds to cover overtime costs in conducting illegal drug investigations in the City of Concord and surrounding towns. The Department received an additional \$65,000 in grant funding through Project Granite Shield to continue these investigative efforts through June of 2019.

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.

The Fire Department has also been very active in collaborative efforts to address substance abuse. It continues to participate in monthly meetings of the Capital Area Substance Abuse Disorders Leadership Team, with representatives from the Concord Police and Human Services Departments, Concord Hospital, Riverbend Community Mental Health, the Capital Area Public Health Network, and Granite United Way, to assure that all stakeholders are aware of addiction recovery resources within the community. In August 2018, the Fire Department applied for a grant from the NH Department of Safety's Project FIRST (First Responders Initiating Recovery, Support and Treatment) to enhance the ability for public safety responders to provide follow-up monitoring to persons with substance use disorders, as well as provide training and other resources to their families and households. The Fire Department was advised, on November 13, 2018, that it had been approved for \$126,999 in grant funding, contingent on the approval of City Council and the Governor and Executive Council. The program will be implemented in the first quarter of calendar year 2019.

- b) Community Policing: During calendar year 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 Police Department assisted in planning and hosting a refugee youth summit event to help teach the youth of the New American communities the dangers of drug and alcohol use. The summit covered topics such as where youth can turn for help if they are suffering from addiction, how drugs and alcohol affect the body and mind, and the dangers associated with the use of these substances.

The Police Department has also taken part in the Refugee Mental Wellness Community Council to assist in planning an event for New Americans and others to help educate those suffering from drug and alcohol addiction. An event took place on March 15, 2019.

The Police Department has participated in several other programs to help promote community interaction with children and adults. With the assistance of several local businesses, the Department hosted several "Coffee with a Cop" events throughout the City. The Department also conducted "Lunch with a Cop" and "Police Readers" events throughout the schools in the Concord and Merrimack Valley School Districts. The Department participated in the "Love Your Neighbor" event at Keach Park, and hosted a bicycle rodeo during which children received instruction on safe bicycle operation, as well as the proper use of safety equipment. The Department collaborated with several community agencies and businesses and was able to give away a number of bicycles and bicycle helmets to those who attended the event.

During calendar year 2018, the Department sponsored six Rape Aggression Defense (RAD) Programs. 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, effective, and proven self-defense tactics. The system of realistic defense provides women with the knowledge to make an educated decision about resistance.

City Council

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

(continued)

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. During calendar year 2018, the Department participated in 15 active shooter trainings with over 500 attendees. The Department also conducted six safety presentations with local businesses, five fraud education presentations for seniors, and three domestic violence presentations with the New American groups.

Members of the Police Department have 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 Police Department took part in the National Police Lip-Sync Challenge and created a video which has been viewed in excess of 550,000 times. This video helped double the number of followers on the Department's social media platforms.

The Police Department hosted National Night Out at Rollins Park in August 2018. This event promotes positive police and community engagement. Estimated attendance was approximately 3,000 people, with over 100 displays and vendors.

The Police Department continues to work on a new initiative to assist in community engagement. The Department has partnered with Hero Pups, an organization dedicated to training therapy dogs for veterans and first responders dealing with post-traumatic stress disorder and other injuries. The Department intends to have a trained comfort dog that will engage citizens that have suffered a traumatic event or suffer from mental health issues, and also help engage the public at schools, hospitals, and other venues. Liberty, the now nine month old Labrador Retriever, has completed most of her training. We anticipate her certification and full-time service by May 2019.

In December 2018, the Police Department was very fortunate to receive a donation of \$50,000 from an anonymous community member. The donor requested that members of the Department identify persons and families in need and make monetary disbursements or use the funds to obtain goods and services for the recipients as appropriate. This mission was dubbed *Operation Blue Elf* and received very good press coverage by the local print and television media in the days leading up to Christmas. Police officers and civilian support staff made great strides in completing this mission by the close of 2018. *Operation Blue Elf* was a community policing success and will likely continue into early 2019.

The Police Department is currently working with the Crisis Center of Central NH and Riverbend on creating an Adverse Childhood Experience Response Team (ACERT). This team will be a partnership that will be deployed to serve children who have been exposed to violence. The ACERT members will be trained to respond to incidents as soon as the scenes have been secured by the police. The team will assess the situation and determine next steps that can be taken for the child, such as support groups, mental health counseling, early childhood education, or child-parent psychotherapy.

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 Police 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) Fire Department: The Fire Department maintains a very active presence in print and electronic media and social networks. The Department's Facebook page has 4,263 followers and its Twitter account has 1,339 followers. WKXL has a weekly feature that airs on Fridays regarding Fire Department news and activities. Topics have included Fire Prevention Week; home escape planning; heating safety; and support of the annual City Employee Food Drive, which is led by the Human Services Department.

City Council

GOAL 4. PUBLIC INFORMATION, MARKETING AND COMMUNICATIONS (continued)

- b) General Services Department: The General Services Department continues to increase public outreach. The Department promotes 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 calendar year 2018, the General Services Department promoted road maintenance updates to inform the public of work being completed, such as Main Street crosswalk repair updates that involved the Department, water leak repairs, road repairs, pothole patching, and road closures. Other promotions of work included the water crew installing hydrant markers and performing hydrant testing/pumping for continued winter fire protection; the sewer crew inspecting manholes and educating the public on the importance of the sanitary sewer system for public health and environmental protection; and the sign crew setting up road closures and maintaining City signs. Information about holiday hours, trash holidays, Everett Arena ice skating, and the new Everett Arena Pro Shop were promoted throughout the year. The Department continued to publicize new employees, employee promotions, and job openings with Facebook advertising. To increase engagement and awareness, the Department shared relevant topics on social media, including the importance of water for the national "Imagine a Day Without Water" campaign; sharing a viral post from Charleston Water about the dangers of flushable products clogging sewer systems as an educational reminder to only flush the three Ps; pictures of the Downtown Services Team and the Tree Crew decorating downtown for the holiday season; and publishing a fun holiday video produced by Concord TV of Santa and the Public Works Pup visiting downtown and surprising the Downtown Services Team.

In October 2018, the General Services Department celebrated EPA WaterSense's annual "Shower Better Month" in coordination with their promotional partnership. The Department held their annual E-Z Pay for WaterSense contest for Concord water customers to enroll in the E-Z Pay Program for a chance to win a "Shower Better Bundle" that featured a WaterSense labeled shower head. The contest increased enrollment in E-Z Pay, educated about water conservation, generated leads for newsletter subscriptions, and provided an opportunity for General Services to positively engage with the community. The Department's Fall Leaf Collection Program began on October 29, 2018, this year as a new hybrid program that included a three week bagged collection to supplement its original bulk collection. This program was heavily marketed to the public in an effort to inform residents of the new program change. Outreach started in September with a new web page detailing program specifics, which included a feedback form for the public to communicate their thoughts on the program change. A postcard was mailed out to residents that receive this service, which contained program information and directed them to the City website for more details. A short video was created to promote the program and shared across social media, newsletters, Concord TV, and embedded on the new web page. There were several articles in the Concord Monitor and Concord Insider promoting the program. These articles, and department outreach, included updates as the program progressed to inform about the specific Veteran's Day collection, reminder of the start of bagged collection, updates regarding weather conditions, etc.

The General Services Department continues to educate and engage the community about how to recycle better with attention to the ongoing national interest in recycling contamination. The City's trash and recycling vendor created a helpful video on how to recycle better, which the Department shared on its website and in its newsletter. The Department also shared relevant external articles and materials on social media to communicate the message to reduce plastic waste and contamination. In celebration of America Recycles Day on November 5, 2018, the Department hosted a recycling poster contest with Concord schools to educate about and encourage recycling. The winning classroom won a pizza party with a visit from the Public Works Pup. Staff from the Department's Highway Division was invited to a book reading of *Good Morning, Snowplow* at Gibson's Bookstore to inform the public about the City's snow removal procedures and to answer any questions about winter operations. With the arrival of snow came two parking bans. Both parking bans were sent out via the website's Notify Me email alerts, in addition to outreach that included the website's News Flash, Gazette Newsletter alerts, releases from the local media, and social media with Facebook advertising to the Concord area. Outreach continues for the public to sign up for parking ban notifications, including the recent postcard mailing sent to narrow street addresses.

City Council

GOAL 4. PUBLIC INFORMATION, MARKETING AND COMMUNICATIONS (continued)

As of December 31, 2018, the General Services Department had 2,003 Facebook friends, 532 Twitter followers, and 175 YouTube subscribers. At the end of October, the Department launched an Instagram account to expand outreach to the platform's growing public audience and younger generations. Within two months of the launch, the Department gained 252 followers. In addition, the Department had 9,711 total subscriptions to the Alert Center, Notify Me, and News Flash modules of the City website.

- c) Human Resources Department: During the second quarter of FY 2019, the Department posted nine new full-time, three permanent part-time, four temporary, and two roster position vacancies. This totaled 18 new postings, combined with the 14 that were carried forward from the previous quarter.

In the second quarter of FY 2019, 16 job vacancies (FT, PPT, and PT) were filled, of which four were internal promotions and 12 were new hires. There was an average of 67 days from posting to hiring. This statistic does not include temporary hires, roster development, or intern postings. There were four recruitments that each exceeded 80 days. These were not excluded from the statistics as outliers but they had a significant impact on the average. Without these four postings, the average number of days from posting to hiring would be 57. This still seems to be trending higher, which is likely due to the very low unemployment rate in this area and our current workforce needs. It will be a factor to watch. Additionally, there were three Police Officers hired from an existing roster and 24 seasonal/temporary/intern positions filled.

The Human Resources Department continues to use its standard free resources (the City website, Primex, NHMA, Chamber of Commerce, Concord TV, EEO/AA sites, NHES Job Match, NH Employment Support for Guard and Reserve, and the 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 its talent acquisition needs.

- d) Information Technology Department: Outstanding growth of the City website has shown to be an excellent investment in communication technology. The City website review team completed the new website, which debuted on June 28, 2018. Current development incorporates the newly designed City seal, a new color scheme, and has also redeveloped the leisure services sites, as well as expanded the design on the General Services pages.
- e) Parks & Recreation Department: The Parks & Recreation Department distributed its annual seasonal brochures and the new Adult Activities Guide. The brochures advertise all programs and events being offered by the Department for each season. With the opening of the new citywide community center, the Department added over 30 new adult programs. The Department maintains very active Facebook (over 4,000 followers) and Instagram pages. Staff continues to update the Department's website and all social media sites. Over the summer of 2018, the Department created several videos highlighting the new citywide community center. Department staff continue to send out news releases and work with the Public Information Officer and Concord TV for assistance with marketing needs.
- 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. In addition, Police Department press releases are posted on its web page.

The Police Department's Twitter page has approximately 1,900 followers, and its Facebook page has approximately 6,440 followers. Both of these venues are used to disseminate information regarding Department/City events and provide emergency information as necessary.

The Police Department has also created Facebook and Twitter pages for Liberty, the Department's comfort dog. These platforms are used to update the community on Liberty's appearances and how her training is going. Liberty's Facebook page currently has approximately 500 followers, and her Twitter page has approximately 100 followers. The Department has received positive feedback on both pages.

City Council

GOAL 4. PUBLIC INFORMATION, MARKETING AND COMMUNICATIONS (continued)

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 calendar year 2018, over 222 tips were received leading to the arrest of 35 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. In addition, the Department's Domestic Violence Officer has appeared on several news outlets, including the Concord Monitor and NH Public Radio, to discuss domestic violence and options for victims.

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 12 "Coffee with a Cop" events at different locations throughout the city. All of these events have been well received by the public and business owners.

The Parking Division website was overhauled and updated in the summer of 2018. It is regularly updated with relevant information about ongoing initiatives, such as the Narrow Streets Project. In addition, the Parking Division has been mailing notices to all property owners in narrow street study areas advertising public forums which have been held to date.

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 in November 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. All ordinances took effect on July 1, 2018. In April 2018, the City Council approved \$35,000 to re-program meters and install updated signage in order to implement the ordinance changes. Other financial components of the Strategic Plan were implemented as part of the FY 2019 budget.

The following is a status update for key recommendations of the Parking Strategic Plan:

- a) Parking Fund/General Fund Relationship: Although originally scheduled to be implemented as part of the FY 2019 budget, this portion of the plan was delayed, per the City Council, during the budget adoption process. As a result, all non-meter ticket revenues - estimated at approximately \$100,000 - continue to accrue to the General Fund rather than the Parking Fund during FY 2019.
- b) Technology:
 1. Dedicated Parking Website: The domain name "ParkConcordNH" was secured in March 2018. A Request for Proposals for a web designer was issued in January 2019; however, a temporary parking website (concordnh.gov/parking) was created in June 2018 on an interim basis to help facilitate communication with the public. The interim website was a vast improvement over the City's old website.
 2. Online Payments: A vendor was selected and a "soft rollout" for on-line payments began in September 2018.
 3. Smart Meters & Kiosk Upgrades: On March 16, 2018, the City received proposals from vendors for new smart meters, as well as future upgrades of pay station kiosks. Vendor interviews were completed in May. On August 31, 2018, the City selected two vendors - Flowbird and IPS - for a nine month trial to test their proposed products. The trial period began in mid-October and will run through mid-July 2019. Signage has been installed at each test meter and kiosk advertising an on-line survey to gather input from the public about its experience with the test equipment. Ultimately, the City will select one vendor to provide smart meters and kiosks to the City as part of a multi-year, long-term contract.

City Council

GOAL 5. PARKING MASTER PLAN / IMPLEMENTATION MEASURES (continued)

3. Smart Meters & Kiosk Upgrades: In March 2018, the City received proposals from vendors for new smart meters, as well as future upgrades of pay station kiosks. Vendor interviews were completed in May. On August 31, 2018, the City selected two vendors - Flowbird and IPS - for a nine month trial to test their proposed products. The trial period began in mid-October and will run through mid-July 2019. Signage has been installed at each test meter and kiosk advertising an on-line survey to gather input from the public about its experience with the test equipment. Ultimately, the City will select one vendor to provide smart meters and kiosks to the City as part of a multi-year, long-term contract.
 4. Pay by Cell App: Sample Requests for Proposals have been gathered and are being reviewed by staff. In addition, staff is exploring the possibility of “piggy backing” on contracts that the Cities of Keene, Portsmouth, and Nashua have with pay-by-cell vendors in lieu of an RFP. It is the City Administration’s goal to select a vendor and implement the program by July 1, 2019. The selected vendor will be compatible with Flowbird and IPS meters and kiosks.
 5. Transition to Cale Parking Cards: This began on October 22, 2018.
- c) Days/Hours of Enforcement: This recommendation was implemented on July 1, 2018. New hours of enforcement are as follows:
 - On-Street and Lots: Monday through Saturday, 9:00 AM to 7:00 PM
 - Garages: Monday through Friday, 9:00 AM to 7:00 PM
 - d) Meter Parking Time Limits (3HR/10HR): This recommendation was implemented on July 1, 2018. Metered parking in the downtown central business district (i.e., Main Street and associated side streets between State and Storrs Streets) is now 3-hour parking. All other on-street meters are now 10-hour parking zones.
 - e) Meter Rates: This recommendation was implemented on July 1, 2018. New meter rates are as follows:
 - Lots and Garages: \$0.50 per hour
 - On-Street: \$1.00 per hour
 - f) Meter Expansion Phase (South Main & Concord Streets): Phase I meter expansion (i.e., approximately 50 meters on South Main Street and Concord Street) was completed in October 2018. Phase II meter expansion (approximately 260 meters) is scheduled for FY 2020.
 - g) Changes to Certain Citations: This recommendation was implemented on July 1, 2018.
 - h) Time Limit Enforcement for Handicap Parking: This recommendation was implemented on July 1, 2018.
 - i) Parking Encumbrance Permits: In October 2018, the City Council adopted Ordinances #3023 and #3024, which revised the City’s policies and fee structure for parking encumbrance permits. The Parking and Engineering Divisions are currently working to revise the City’s Street Encumbrance Permit to include parking encumbrances.
 - j) Lease to Permit Conversion for Garages: In May 2018, the City Council adopted Ordinance #3010, which gave the City Manager the authority to establish permit parking in certain parking garages and surface parking lots. The State Street garage was converted from leases to permits on July 1, 2018. The School Street garage was temporarily converted from leases to permits on January 1, 2018, in order to facilitate ongoing repairs and renovations through the summer of 2020. City Administration intends to enter into discussions with long-term lessees about making the permit program permanent following completion of the current construction project. Discussions with major lessees of the Storrs Street garage are ongoing.

The conversion has been very successful. In the State Street garage, the City has issued 121 permits for 96 permit only spaces. Metered parking has also been expanded from 110 to 124 spaces. Meter occupancy rates are very strong. Total capacity of the garage was expanded from 233 to 238 spaces by restriping oversized spaces.

City Council

GOAL 5. PARKING MASTER PLAN / IMPLEMENTATION MEASURES (continued)

- k) Resident Parking Permits (UNH Law/White Park Neighborhood): This recommendation was implemented on July 1, 2018. Permit rates were decreased from \$50/permit in June 2018, per the Parking Committee's request to City Administration.
- l) Neighborhood Enforcement: Funding was approved as part of the FY 2019 budget. The recommendation will be implemented pending recruitment of additional Parking Enforcement Officers, which is ongoing.
- m) Maintenance & Capital Improvements: Daily property maintenance responsibilities transitioned to the Downtown Services Team on July 1, 2018, and a new tool cat utility vehicle (financed by the Parking Fund) was purchased to support these efforts. The Public Properties Division remains responsible for electrical and mechanical systems. City Administration is responsible for capital improvements.
- n) Financials: With key recommendations implemented, the Parking Fund has been performing well. Key highlights for the first six months of FY 2019 were as follows:
1. Total Revenues = \$1,452,616 (58% of budget vs. goal of 50%)
 - Includes \$145,000 from Granite Center Project for sale of Dixon Avenue Lot and compensation for Storrs Street Parking Lot License / closure of metered parking on Bridge Street.
 - FY 2018 Q2 Revenues = \$1,053,917
 - YTD Meter Revenues = \$669,897 (61% of budget vs. goal of 50%)
 - FY 2018 Q2 Meter Revenues = \$394,643
 - YTD Parking Citations = 41%; slightly below goal of 50%. This is explained, in part, by the emphasis of warnings vs. citations during July 2018 to help ease the public into the new parking changes, and due to staff vacancies.
 2. Total Expenses YTD = \$1,175,730 (53% vs. goal of 50%).
 - FY 2018 same period = \$1,164,482
 - Parking Division overtime is at 396% of budget, due to staff vacancies. Only \$3,230 was budgeted for Parking Division overtime.
 - Recruitment for staff vacancies is ongoing.

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.

In June 2018, Senator Feltes submitted a letter to the NHDOT Commissioner raising several lingering concerns on the part of the City concerning the proposed Bow-Concord I-93 project.

GOAL 7. ENHANCED COMMUNITY EVENT OPPORTUNITIES

The City partnered with the League of NH Craftsmen to hold an event in September 2018 on South Main Street. By many accounts, this was a very successful event. The City also was a sponsor of the 2018 Governor's Conference on Tourism, which was held in Concord in May. The City's banner program continues.

Last year's successful Market Days event included a slackline that was featured prominently in the Concord Monitor.

The Parks & Recreation Department continues to work with many organizations to offer community events. The Department worked with the Black Ice Pond Hockey Association for its annual event. Also, 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 last summer.

City Council

GOAL 8. SUSTAINABILITY INITIATIVES

In February 2018, 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. Since kick-off, the consultants have provided the City with an assessment of its existing code that clearly notes subject areas for improvement.

The Concord Energy and Environment Committee has been working with Community Development staff to develop ways of streamlining the regulatory process vis-à-vis solar energy infrastructure to meet the City Council's aspirational goal of 100% renewable electricity for the Concord community by 2030. To this end, multiple community forums were held in the fall of 2018 to solicit input toward the creation of a solar ordinance.

PROJECT 1. BUILDINGS AND PARKS

1. White Park Skate House: Milestone Engineering and Construction was selected for this project on February 27, 2018, through a competitive request for qualifications and experience proposal process. A preliminary budget estimate for the project was completed in April 2018. On June 11, 2018, the City Council approved Resolution #9097, which appropriated \$1.15 million to construct the project. Final plans and specifications for the project were finalized in July, and Milestone bid the project to subcontractors during July and August. Pricing was finalized on August 30, 2018, and the City and Milestone subsequently executed a construction contract for the project on September 6, 2018. Construction began in mid-September. The building is scheduled to be completed in March 2019, and remaining site work and landscaping will be completed later in the spring. The Mayor formed a committee to raise half of the total project cost. To date, approximately \$190,000 has been raised for the project.
2. Athletic Fields: The Parks & Recreation Department continues to work with leagues to review and increase the usage of its athletic fields. Last year, there were over 230 scheduled youth and adult baseball games played on the City's four baseball fields, an increase from the previous year, and an increase of almost 70 games over FY 2012, when the Department was re-organized. The Department created a new youth lacrosse field last year at Memorial Field for weekend use by the Concord Crush Youth Lacrosse League. NH Wild, a new semi-professional baseball team, had their inaugural season last summer, playing their home games at Memorial Field. The NH Wild has informed the Department that they plan to return for the 2019 season.
3. Terrill Park: The Parks & Recreation Department finished work with VHB, Planning and Engineering staff on the final design and permitting for the new Terrill Park. All local and State permits have been received and the project is now fully permitted in the event the City moves ahead with park improvements. These permits are valid for five years, which should be ample time for the City to complete the project.
4. Penacook Branch Library: Library staff met with the Penacook Village Association in May 2018 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. The Library Director has begun visiting potential library spaces around the Penacook community to evaluate viability.

PROJECT 2. FUTURE CIP PROJECTS

The final portion of the Manchester Street project design has begun. Construction on the Abbott Road/Sewalls Falls Road roundabout was largely completed in the fall of 2018. Final landscaping is expected in the spring.

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 SF mixed use project, featuring approximately 125 market rate apartments, 5,000 SF 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

City Council

ONGOING INITIATIVE 1. OPPORTUNITY CORRIDOR ECONOMIC DEVELOPMENT (continued)

also provide a quantity of permit parking spaces to augment on-site parking provided by the developer. The developer's due diligence period for the project, which was originally set to expire in April 2018, was extended through February 28, 2019, to provide additional time to complete market studies, as well as secure construction estimates and to further study utility issues.

- 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. Building permits for the renovations were issued in March 2018. Construction is underway.
- c) Hotel Concord: During the fall of 2017, Capital Commons, LLC, began renovating approximately 20,000 SF of its office building located at 11 South Main Street into an independent, 38-room boutique hotel, on the 3rd, 4th, and 6th floors of the building. The initial phase of the project was completed in August 2018. The second phase of the project was completed in early 2019. To support the project, on June 11, 2018, the City Council approved Resolution #9103, which authorized the City Manager to enter into a license agreement for certain private improvements on City property.
- 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) 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 owned and operated 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. However, due to changes to the project's financing plan, the developers will not be using the City's Revolving Loan Fund Program. Construction began last summer and the project is scheduled to be completed in May 2019.

In related news, on July 13, 2018, Steve Duprey announced that he had entered into a Purchase and Sales Agreement to acquire the Families in Transition property at 20.5 South Main Street. Mr. Duprey is currently exploring development options for this property, as well as an abutting parcel he owns located at 20 South Main Street.

- 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. On October 25, 2018, the NH Housing Finance Authority awarded \$714,000 in Low Income Housing Tax Credits to support the project. When sold, the credits will generate approximately \$5.95 million in funding for the project. On November 1, 2018, the NH Community Development Finance Authority awarded the City a \$500,000 Community Development Block Grant (CDBG) to finance on and off site improvements associated with Caleb's project. Work on CDBG funded improvements will begin this summer. The developer is currently finalizing development permits and approvals for the project. It is anticipated that Caleb will acquire the property and commence construction in September.

City Council

ONGOING INITIATIVE 1. OPPORTUNITY CORRIDOR ECONOMIC DEVELOPMENT (continued)

- f) **Storrs Street Extension:** The City is awaiting further determination from the NH Department of Transportation (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 (TPAC) expressed concerns regarding what was deemed to be the latest iteration of the State's plan, particularly its impact on pedestrian and cyclist connectivity across the river. In June 2018, the NHDOT project consultants revised the latest version of the plan to incorporate wider, more protected bicycle paths on Loudon Road. They also addressed concerns regarding the intersection of Loudon and Ft. Eddy Roads. The NHDOT team met with TPAC to review these changes, which seemed largely acceptable to TPAC. The NHDOT has still, however, not committed to the demolition of its warehouse facilities on Stickney Avenue, which is a long standing concern of the City. This issue, along with other concerns, was raised in a June 2018 letter from Senator Dan Feltes to the NHDOT Commissioner.

In the fall of 2018, the City Manager submitted written comments and provided oral testimony to the NHDOT Project Committee and the NHDOT Commissioner regarding I-93. He reiterated the City's position that the State's Stickney Avenue garages are a blight that need to be demolished. The City Manager also expressed disappointment that the State's I-93 plan lacked ambition, did not fully accommodate pedestrian/cyclist concerns, and failed to make use of the river as a quality of life and economic development asset.

Staff also met with Pan Am Railways in November 2018 to discuss various rail related items associated with the project.

ONGOING INITIATIVE 2. CITYWIDE MULTI-GENERATIONAL COMMUNITY CENTER

The new Citywide Multigenerational Community Center opened in June 2018. As a result, the Parks & Recreation Department had a very successful summer camp season. The Department was also able to increase the number of programs offered. During the fall, the community center increased its hours of operation to seven days a week.

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

The City partnered 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. To date, the H.L. Turner Group has donated over \$70,000 of free labor to put the designs and planning together.

In April 2018, local developers Jon Chorlian and Steve Duprey, d/b/a Granite Center, LLC, confirmed that they had secured purchase and sales agreements, as well as financing commitments, to redevelop 4-6 Dixon Avenue, 8-14 Dixon Avenue, and 1 Eagle Square; and to surface two parking lots. To move forward, the developers desired to secure a variety of items from the City, including acquisition of the City's seven-space Dixon Avenue parking lot, RSA 79-E Community Revitalization Tax Relief Incentives for three of the properties, and permissions to construct certain improvements on public property. In order to accommodate deadlines associated with the developer's use of New Markets Tax Credits, a purchase and sales/development agreement, and related items required to support the project, were negotiated, drafted, and approved by City Council in July 2018. Financing and real estate transactions for the project closed on August 3, 2018. The project began construction in August and is nearing completion.

The Parks & Recreation Department held a Summer Concert Series, thanks to the generous sponsorship from the Walker Lecture Fund and Coca-Cola. The Department offered 14 summer concerts. The Tuesday night Never's Band concerts were held throughout the City in many of the neighborhood parks, while the Thursday night concerts were held at Eagle Square.

City Council

ONGOING INITIATIVE 4. CONTINUE EXPANDED NEIGHBORHOOD STREET IMPROVEMENT PROGRAM

The FY 2018 paving project was awarded to GMI Paving. In March 2018, the City Council approved the addition of \$1,601,622 in Senate Bill 38 and Excavation Permit lawsuit funds to the FY 2018 Paving Project, bringing the total funding for the summer paving project to \$3,276,622. The project was completed in November 2018. This spring, the contractor will touch up and seed loamed areas.

The FY 2019 Paving Project went out to bid on January 24, 2019.

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	12
Community Development Advisory Committee	10
Concord Housing Authority	5
Conservation Commission	11
Conservation Commission – Trails Subcommittee	12
Conservation Commission - Tree Subcommittee	12
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	4
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
Municipal Property Energy Initiatives Ad-Hoc Committee	5

City Council

City Boards and Commissions (continued)

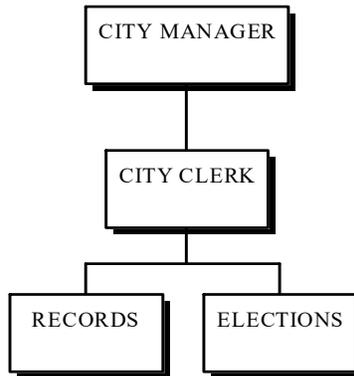
<u>Board/Commission</u>	<u># of Members</u>
New Hampshire Rail Transit Authority	1
North End Opportunity Corridor TIF District Advisory Board	7
Northern Pass Committee	5
Parking Ad-Hoc Committee	4
Penacook Village TIF District Advisory Board	7
Personnel Appeals Board	3
Planning Board	12
Poles & Wires Committee	3
Public Safety Board	14
Recreation & Parks Advisory Committee	14
Regional Planning Commission	4
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 – Bike & Pedestrian Subcommittee	6
TPAC – Public Transportation Subcommittee	5
Traffic Operations Committee	8
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

<u>Budget Detail</u>	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
Dog Licenses	\$44,364	\$26,977	\$29,500	\$29,500	\$29,500
Marriage Licenses	\$2,962	\$2,835	\$2,800	\$2,800	\$2,800
School District Payments	\$5,744	\$3,364	\$4,000	\$7,570	\$3,000
Recording Fees	\$11,545	\$7,955	\$4,800	\$7,310	\$6,000
Sundry Services	\$57,022	\$49,593	\$45,320	\$47,860	\$46,120
Miscellaneous	\$3,502	\$455	\$300	\$2,360	\$150
Total Revenue	\$125,138	\$91,179	\$86,720	\$97,400	\$87,570
Expense					
Compensation	\$297,863	\$277,646	\$315,418	\$328,800	\$345,515
Fringe Benefits	\$93,687	\$97,643	\$105,538	\$106,584	\$107,613
Outside Services	\$17,528	\$9,513	\$16,470	\$17,485	\$18,275
Supplies	\$16,917	\$10,779	\$20,975	\$25,450	\$23,275
Insurance	\$2,520	\$2,650	\$2,580	\$2,580	\$2,250
Total Expense	\$428,515	\$398,230	\$460,981	\$480,899	\$496,928

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Birth Certificates Issued	2,540	2,622	2,700	2,500
2. Marriage Certificates Issued	933	983	1,100	970
3. Death Certificates Issued	4,263	2,797	3,800	3,000
4. Divorce Records Issued	180	202	195	190
5. Marriage Licenses Issued	407	404	420	410
6. Marriage Ceremonies Performed	148	123	110	120
7. Dog Licenses Issued	6,043	5,551	5,500	5,500
8. Notice of Intent to Issue Summons	1,500	250	200	200
9. Voter Registrations Processed	3,514	408	2,615	2,800
10. Absentee Voters Serviced	2,689	175	1,866	1,400
11. Average Number of Ballots Cast	29,696	5,057	28,728	23,000

2020 Goals

1. In an attempt to continue implementation of the automated agenda system, a goal of the City Clerk's Office is to set up several boards and commissions in order for City staff to use the automated system for their agendas.
2. Continue to investigate and implement potential electronic improvements to Election Day activities.
3. Advertise, recruit, and train new election officials for any current vacant seats within the wards so that they are fully staffed for the upcoming elections.
4. In preparation for the upcoming Presidential Elections in 2020, staff plans to hold numerous election official trainings and voter registration fairs throughout the city.
5. Working with the Public Information Officer and Concord TV, the City Clerk's Office aims to better educate and inform the public, via social media and television, of upcoming election and dog licensing related information.

City Clerk

2019 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 has been working with other City departments to begin the process of setting up several more boards and commissions so that their agendas and minutes can be posted via the current automated system.
2. 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 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 department should retain documents currently stored by more than one municipal office. Final committee recommendations will be submitted to Administration for review and approval.
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.
9-Month Status: The City Clerk's Office has been working on finalizing the completion of a vital records manual. Minimal progress has been made on the election and general office manuals; both continue to remain office priorities.
4. Continue to investigate and implement potential electronic improvements to Election Day activities.
9-Month Status: Staff continues to closely monitor legislation that may affect election related activities.

General Overhead

<u>Revenue</u>	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Transfers					
Transfer in-Engineering Inspections	\$1,830	\$1,870	\$1,810	\$1,810	\$1,700
Transfer In-Parking Fund	\$97,460	\$97,550	\$97,610	\$97,610	\$97,650
Transfer In-Airport Fund	\$33,670	\$31,431	\$33,260	\$33,260	\$33,858
Transfer In-CD Con Prop Mgmt Fund	\$48,800	\$45,000	\$29,000	\$29,000	\$20,000
Transfer In-Impact Fee Fund	\$45,000	\$57,890	\$104,540	\$104,540	\$95,000
Transfer In-NEOCTIF	\$36,480	\$38,300	\$40,215	\$40,215	\$42,226
Transfer In-Sears Block TIF	\$386,560	\$433,392	\$432,140	\$432,140	\$422,579
Transfer In-Penacook TIF	\$1,440	\$1,512	\$1,590	\$1,590	\$1,670
Transfer In-Golf Fund	\$0	\$0	\$76,350	\$76,350	\$0
Transfer In-Arena Fund	\$48,090	\$46,544	\$49,987	\$49,987	\$47,723
Transfer In-Water Fund	\$501,320	\$469,821	\$508,375	\$508,375	\$520,259
Transfer In-Wastewater Fund	\$599,405	\$597,310	\$649,105	\$649,105	\$655,309
Transfer In-Trust/Capital Reserve	\$30,000	\$0	\$6,000	\$6,000	\$16,000
Transfer In-Trust/Self Insurance	\$2,737	\$409,369	\$220,000	\$200,000	\$16,500
Subtotal	\$1,832,792	\$2,229,989	\$2,249,982	\$2,229,982	\$1,970,474
Special Programs					
Cable TV Franchise	\$923,973	\$889,139	\$900,370	\$841,500	\$832,500
Transfer In-Trust/Economic Dev	\$34,000	\$87,000	\$180,000	\$180,000	\$125,000
Subtotal	\$957,973	\$976,139	\$1,080,370	\$1,021,500	\$957,500
Risk and Insurance					
Insurance Distributions & Credits	\$0	\$0	\$0	\$291,350	\$0
NHRS subsidy for Retiree Health Ins	\$955,283	\$961,720	\$962,060	\$949,420	\$934,080
Retiree share of Health Ins	\$415,329	\$449,529	\$483,580	\$517,830	\$475,590
Subtotal	\$1,370,612	\$1,411,249	\$1,445,640	\$1,758,600	\$1,409,670
Social Service Agencies					
Donations	\$0	\$0	\$10,000	\$10,000	\$10,000
Subtotal	\$0	\$0	\$10,000	\$10,000	\$10,000
Total Revenue	\$4,161,377	\$4,617,377	\$4,785,992	\$5,020,082	\$4,347,644

General Overhead

<u>Expense</u>	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Transfers					
Transfer Out-Parking Fund	\$0	\$0	\$40,706	\$40,710	\$38,099
Transfer Out - Capital Proj Fund	\$391,750	\$391,750	\$873,450	\$443,250	\$454,250
Transfer Out-Golf Course Fund	\$19,760	\$48,000	\$0	\$0	\$50,251
Transfer Out-Trust	\$2,507,273	\$2,963,479	\$2,001,025	\$2,001,025	\$1,168,806
Subtotal	\$2,918,783	\$3,403,229	\$2,915,181	\$2,484,985	\$1,711,406
Special Programs					
Cable TV System	\$344,443	\$342,597	\$336,537	\$336,537	\$313,800
League of NH Craftsmen	\$0	\$0	\$5,000	\$6,285	\$5,000
Holiday Celebrations	\$5,000	\$5,000	\$5,000	\$5,000	\$6,000
Intown Concord	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
SPCA	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Subtotal	\$404,443	\$402,597	\$401,537	\$402,822	\$379,800
Debt Service					
Principal on Bonds and Notes	\$3,990,732	\$4,530,636	\$5,203,480	\$5,203,480	\$5,412,500
Bond Costs	\$75,126	\$53,851	\$57,800	\$83,120	\$57,030
Interest on Bonds and Notes	\$1,440,650	\$1,506,008	\$1,739,750	\$1,739,750	\$1,885,300
Subtotal	\$5,506,508	\$6,090,494	\$7,001,030	\$7,026,350	\$7,354,830
Risk and Insurance					
Health Ins-Employee & Retiree	\$2,031,664	\$2,179,679	\$2,306,830	\$2,301,160	\$2,240,990
Prof & Tech Serv	\$0	\$0	\$5,000	\$0	\$5,000
Insurance Deductible and Reserve	\$2,737	\$9,369	\$15,000	\$5,000	\$15,000
Subtotal	\$2,034,401	\$2,189,048	\$2,326,830	\$2,306,160	\$2,260,990
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	\$407,955	\$0	\$536,135
Subtotal	\$0	\$0	\$407,955	\$0	\$536,135
Street Lighting					
Electricity	\$463,492	\$509,357	\$517,060	\$502,000	\$510,000
Subtotal	\$463,492	\$509,357	\$517,060	\$502,000	\$510,000

General Overhead

	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Social Service Agencies					
Community Action Program	\$17,710	\$17,710	\$17,710	\$17,710	\$17,710
Concord Area Transit (CAT)	\$165,350	\$165,350	\$165,350	\$165,350	\$165,350
Concord Coalition to End Homelessness	\$0	\$0	\$30,000	\$30,000	\$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	\$0	\$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	\$346,780	\$316,780	\$346,780	\$346,780	\$346,780
Total Expense	\$11,674,407	\$12,911,504	\$14,036,373	\$13,069,097	\$13,219,941

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.

Transfers (Expense)

Reflects transfers to various funds, to include trust funds (for which a portion of the Highway Block Grant revenues are transferred for paving) and capital project funds for various projects.

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 2020.

League of NH Craftsmen

Level funding is recommended for the League of NH Craftsmen for FY 2020.

Cable TV Franchise/System

The fee for the cable TV franchise with Comcast for FY 2020 decreased slightly from FY 2019. Funding for Concord TV for FY 2020 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 2020 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 2020. 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 and 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. Credits are for premiums paid in prior years. No revenue is anticipated to be received in FY 2020.

Health Ins-Employee & Retiree

Includes the full cost of health insurance for retired employees. Overall, 62.9% of costs are recouped from an NHRS subsidy for retirees (for eligible employees) and the retiree share of health insurance (directly from retirees).

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 of these expenses. The Self Insurance Trust will be depleted at the end of FY 2020.

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 2019 funding. Level funding in the amount of \$17,710 is recommended for FY 2020.

Concord Area Transit (CAT)/Public Transportation

Agency requested \$171,000 for this fiscal year; \$19,000 for senior transportation, \$20,000 for special transportation (door to door service for disabled individuals), and \$132,000 for public transportation. This budget recommends total funding of \$165,350 for FY 2020; \$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 2020.

Penacook Community Center

Agency requested \$28,000 for this fiscal year, which represents no increase over FY 2019 funding. Level funding in the amount of \$28,000 is recommended for FY 2020. 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 2019 funding. Level funding in the amount of \$57,000 is recommended for FY 2020. 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 2019 funding. Level funding in the amount of \$31,220 is recommended for FY 2020. 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 \$12,500 for this fiscal year, which represents no increase over FY 2019 funding. Level funding in the amount of \$12,500 is recommended for FY 2020. 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 2019. Level funding in the amount of \$30,000 is recommended for FY 2020.

New American Africans

FY 2019 was the last year of funding for this organization.

Homeless Shelter at St. Peters Church

In FY 2019, funding for the Concord Coalition to End Homelessness replaced this expenditure.

Public Safety

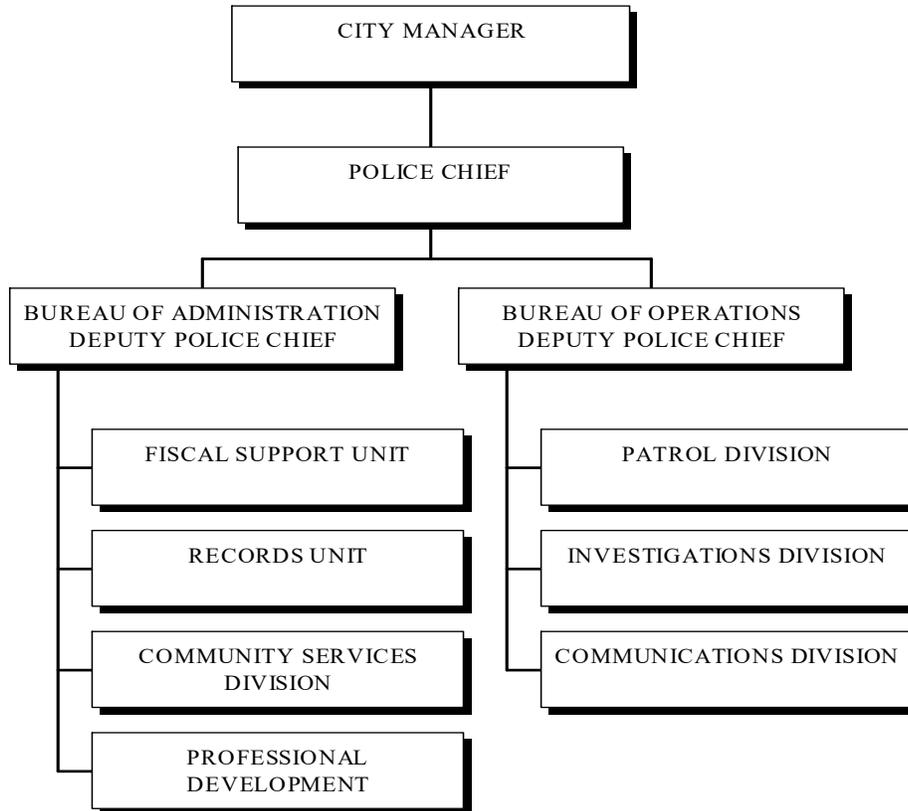
	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
Police	\$562,588	\$736,623	\$644,400	\$479,760	\$698,775
Fire	\$2,863,243	\$3,042,926	\$2,903,204	\$3,146,939	\$3,012,027
Total Revenue	\$3,425,832	\$3,779,549	\$3,547,604	\$3,626,699	\$3,710,802
Expense					
Police	\$11,495,353	\$11,981,220	\$12,597,461	\$12,429,194	\$12,830,567
Fire	\$13,486,507	\$14,067,561	\$14,304,646	\$13,975,760	\$14,375,383
Total Expense	\$24,981,861	\$26,048,782	\$26,902,107	\$26,404,954	\$27,205,950

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 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

<u>Budget Detail</u>	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
PD Licenses and Permits	\$5,977	\$3,505	\$2,500	\$2,000	\$2,000
Drug Forfeiture/Restitution	\$17,066	\$12,754	\$13,000	\$6,000	\$10,000
School District Payments	\$146,658	\$150,103	\$154,000	\$155,310	\$237,175
Reports, Prints and Copies	\$23,672	\$22,783	\$18,500	\$450	\$500
Cruiser Rental Fee	\$22,847	\$38,120	\$32,000	\$19,500	\$27,000
Police Patrol Services	\$7,353	\$10,574	\$6,400	\$6,400	\$6,400
Police Witness Fees	\$13,307	\$8,057	\$8,000	\$5,600	\$6,000
Special Police Duty Services	\$196,286	\$321,321	\$275,000	\$177,000	\$275,000
Parking Penalties	\$99,132	\$115,281	\$100,000	\$75,000	\$100,000
False Alarm Penalties	\$25,325	\$36,608	\$25,000	\$25,000	\$25,000
Miscellaneous	\$4,967	\$17,517	\$10,000	\$7,500	\$9,700
Total Revenue	\$562,588	\$736,623	\$644,400	\$479,760	\$698,775
Expense					
Compensation	\$7,206,763	\$7,414,573	\$7,614,008	\$7,649,940	\$7,895,314
Fringe Benefits	\$3,655,697	\$3,957,527	\$4,341,406	\$4,163,824	\$4,252,082
Outside Services	\$204,598	\$205,852	\$239,725	\$214,580	\$264,681
Supplies	\$173,974	\$172,259	\$182,475	\$178,250	\$203,210
Utilities	\$92,532	\$71,400	\$70,596	\$73,460	\$74,870
Insurance	\$161,789	\$157,109	\$149,251	\$149,140	\$140,410
Capital Outlay	\$0	\$2,500	\$0	\$0	\$0
Total Expense	\$11,495,353	\$11,981,220	\$12,597,461	\$12,429,194	\$12,830,567

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Total Calls for Service	47,968	49,450	47,800	49,000
2. Total State Reportable Traffic Accidents	1,291	1,350	1,450	1,400
3. Total Traffic Fatalities	1	1	3	0
4. Total Traffic Summonses Issued	2,029	2,176	2,050	2,200
5. Total DWI Arrests	107	133	116	125
6. Total Domestic Violence Related Arrests	257	293	330	330
7. Drug Abuse Violations (Persons Arrested)	284	306	335	350
8. Total Part I Violent Crime Arrests	44	47	42	45
9. Total Custodial Arrests	2,382	2,611	3,020	3,000

Police

2020 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 community stakeholders, as well as federal, state, and local law enforcement agencies and the court system. Seek out available grant funding to improve the Department's response to the illegal drug epidemic. Assess Departmental staffing to ensure resources are most effectively deployed in this effort.
2. Foster engagement with the community to further the relationship of the Department with the public. Continue efforts to improve communication and exchange of information with the public through social media, in addition to direct interaction with the community, community groups, and businesses. Continue implementation of a comprehensive canine program, consisting of both Community Service based dogs (comfort dogs), as well as traditional Patrol Canines.
3. Continue efforts to work collaboratively with other community stakeholders in developing strategies for dealing with individuals in mental and behavioral health crisis. Continue efforts to coordinate with Riverbend in order to most effectively utilize their Mobile Crisis Unit, as well as other community outreach programs. Provide ongoing training to Department personnel in crisis intervention strategies and foster the development and effectiveness of the Department's Crisis Intervention Team.
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.

2019 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 Shield and any other available sources to improve the Department's response to the illegal drug epidemic. 9-Month Status: The Police Department continues to take an aggressive stance in combatting illegal drug issues facing the City. The Department utilizes investigators of the Department's Drug Enforcement Unit to conduct 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 actively participating on the Merrimack County Drug Court Team.

During the fall of 2018, the Police Department received a grant award in the amount of \$65,000 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Shield). These funds have been utilized by the Department to cover overtime costs to conduct illegal drug investigations in the City and surrounding towns. Through the first three quarters of FY 2019, the Department made 215 arrests of individuals on a total of 413 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 2019, over 560 pounds of prescription drugs have been turned in by members of the community. The Department continues to participate in the United States Drug Enforcement Administration's National Drug Take Back Days. In October, the Department took in 287 pounds of prescription drugs in one day under this program.

The Department continues to work closely with Riverbend's Choices program in helping individuals suffering from drug and other substance abuse issues find treatment.

Police

2019 Goals Status (continued)

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.

9-Month Status: The Department hosted several community meetings involving the New American communities. In November 2018, the Department partnered with the NH State Police and the Manchester and Nashua Police Departments to take part in a statewide community event involving the youth of the Congolese population to address concerns and questions they have about Law Enforcement in New Hampshire. The Department also stayed active in the community with the use of the Bicycle Unit and Motorcycle Unit until they were both suspended for the winter months.

The Department participated in several “Lunch with a Cop” events and “Police Readers” events throughout the schools in both the Concord and Merrimack Valley School Districts. The Department also added the DARE program into three more schools in the Concord School District. The Department has participated in nine different DARE classes this school year.

The Department conducted five 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.

The Department held its Annual National Night Out event at Rollins Park in August of 2018. Approximately 3,000 people attended this highly successful annual event.

The Department continues to stay active with working closely with the homeless community. The Department takes part in the Concord Coalition to End Homelessness, the Homeless Outreach Center, and the Friendly Kitchen. The Department has fostered close relationships with all of these organizations to help lend assistance and to remain available as a resource whenever needed.

Due to recent trends of mass shootings occurring in businesses and schools throughout the country, the Department has been offering active shooter training seminars. The Department participated in five active shooter trainings, with approximately 180 attendees, through the first three quarters of FY2019. 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 took part in and helped plan several Safety/Healthy Relationship talks with high school students. These discussions bring awareness to empowering those that are not in a safe relationship.

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.

9-Month Status: 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 when 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 the Concord Hospital. During this time period, the Concord Police Department has utilized the Mobile Crisis Unit 106 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 short falls the Mobile Unit is experiencing and how we, together, can improve its effectiveness.

Police

2019 Goals Status (continued)

The Department also put on a Work Place Safety training session for Riverbend personnel to help their employees better deal with unsafe situations as they arise.

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.

The Department has responded to 391 calls involving mental health issues, compared to 374 calls during the same timeframe last year.

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.

9-Month Status: The Department has filled all vacancies for sworn personnel. Four new officers have been sworn in and will begin working in April, which will bring the Department to full staffing. During the first three quarters of FY 2019, there have been three testing processes initiated, whereby 12 new police officers have been hired. On the civilian staffing side, the Department currently has a vacant full-time dispatcher position, as well as two part-time positions in the Records Unit.

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.

9-Month Status: During the first three quarters of FY 2019, the Department conducted 6,859 motor vehicle stops, which resulted in the issuance of 1,443 citations and 5,416 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 New Hampshire Highway Safety Agency to conduct focused patrols on Loudon Road for aggressive driving, in 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.

Department staff actively participated in the City's Traffic Operations Committee and worked collaboratively with other City Departments to appropriately address traffic safety concerns throughout the City.

Over the first three quarters of FY 2019, the Department issued 941 citations for hazardous moving violations, as well as 3,174 written warnings for hazardous moving violations. The Department also arrested 76 impaired drivers. The Department responded to 1,145 reportable traffic crashes, of which 118 involved injury to a total of 145 individuals. There were three fatal crashes, as well as 13 crashes involving a pedestrian and three involving a bicyclist.

FY 2019 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 \$65,000. 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.

Police

FY 2019 Accomplishments (continued)

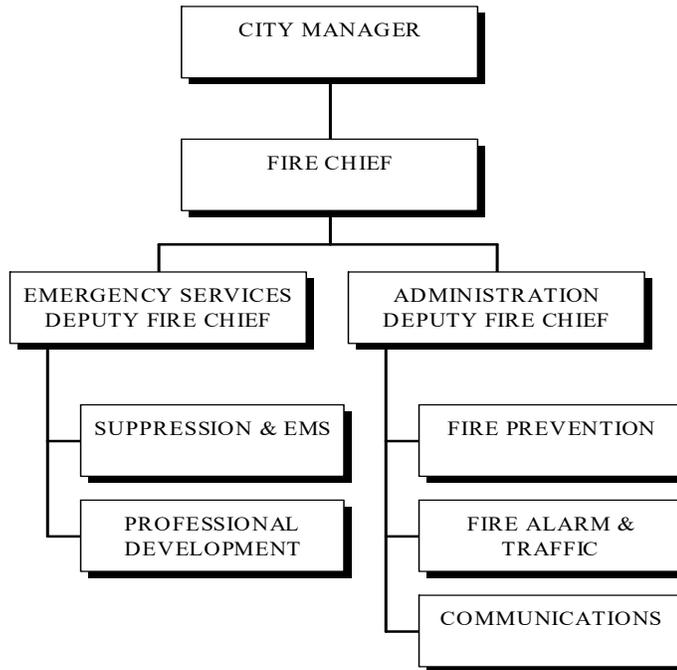
2. The Department was awarded grant funding in the amount of over \$61,000 from the NH Highway Safety Agency for initiatives designed to address roadway safety. These grants provided overtime funding for increased DWI Patrols, Aggressive Driving Patrols, Distracted Driver Patrols, Bicycle and Pedestrian 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 completed the updating and replacement of 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. Additionally, new radio receive sites were added throughout the City. The new system is more robust and have enhanced capabilities which will 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 106 times.
5. The Department was awarded a grant in the amount of \$180,000 through the State of New Hampshire—Homeland Security Grant Program for the purchase of a new Incident Command Vehicle. This new vehicle will enhance the capabilities of the Department in ensuring effective command during critical incidents, and provide a valuable asset for the Central New Hampshire Special Operations Unit and its member communities. The vehicle has been ordered and delivery is expected within the next 6-7 months.
6. The Department continues to work on a new initiative to assist in community engagement. The Department has partnered with Hero Pups, an organization dedicated to training therapy dogs for veterans and first responders dealing with post-traumatic stress disorder and other injuries. The Department intends to have a trained comfort dog that will engage citizens that have suffered a traumatic event or suffer from mental health issues, and also help engage the public at schools, hospitals and other venues. Liberty has completed most of her training, and we anticipate her certification and full time service by May of 2019.

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

<u>Budget Detail</u>	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
Misc Permits	\$57,478	\$55,101	\$55,000	\$55,000	\$55,000
POA Inspection Fees	\$19,910	\$20,130	\$19,665	\$20,000	\$19,665
School Inspection Fees	\$3,498	\$3,520	\$3,795	\$4,025	\$4,025
US Dep of Homeland Security/FEMA	\$19,057	\$108,114	\$89,747	\$89,747	\$0
Fire Service Aid	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Multiple Local Governments	\$528,422	\$539,561	\$550,000	\$550,000	\$550,000
Alarm Panel Plug In/Out	\$4,941	\$6,963	\$5,850	\$5,600	\$5,850
Master Alarm Box Connection	\$202,560	\$203,634	\$211,480	\$213,000	\$211,480
Advanced Life Support Intercept	\$1,098	\$1,098	\$1,647	\$1,647	\$1,647
Ambulance Service Charge	\$1,802,343	\$1,882,169	\$1,750,000	\$1,995,000	\$1,950,000
Application Fee	\$20,984	\$22,673	\$22,360	\$23,200	\$22,360
Reports, Prints and Copies	\$1,657	\$1,400	\$1,200	\$1,000	\$1,000
Special Fire Duty Services	\$16,302	\$16,391	\$19,500	\$15,700	\$17,200
Land Lease or Rental	\$26,357	\$27,147	\$27,960	\$28,000	\$28,800
False Alarm Penalties	\$4,516	\$7,844	\$8,000	\$8,000	\$8,000
Miscellaneous	\$29,122	\$22,181	\$12,000	\$12,020	\$12,000
Total Revenue	\$2,863,243	\$3,042,926	\$2,903,204	\$3,146,939	\$3,012,027
Expense					
Compensation	\$7,801,761	\$8,048,083	\$8,071,241	\$7,876,400	\$8,185,759
Fringe Benefits	\$4,894,056	\$5,178,648	\$5,399,385	\$5,245,650	\$5,324,139
Outside Services	\$271,486	\$293,926	\$310,925	\$316,435	\$311,611
Supplies	\$280,383	\$285,210	\$284,905	\$283,775	\$297,604
Utilities	\$148,872	\$172,544	\$153,670	\$169,020	\$175,340
Insurance	\$80,448	\$79,150	\$77,020	\$76,980	\$73,430
Capital Outlay	\$9,500	\$10,000	\$7,500	\$7,500	\$7,500
Total Expense	\$13,486,507	\$14,067,561	\$14,304,646	\$13,975,760	\$14,375,383

Fire

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Number of Emergency Responses	8,257	8,600	9,180	9,730
2. Number of Patients Transported	4,551	4,771	5,050	5,352
3. Percent of Emergency Phone Calls Answered <16 sec	99.26%	N/A	N/A	N/A
4. Percent of Emergency Response Times <5 min	59.43%	63.13%	61%	60%
5. Number of Inspections Completed	1,048	927	950	950
6. Number of Public Education Hours Delivered	82	70	75	75
7. Average Training Hours per Firefighter	87	99	100	100

2020 Goals

1. Develop the new training center into a fully functional site with facilities for classroom learning and practical skills development.
2. Fully implement the Project FIRST grant to address the community’s opioid addiction problem.
3. Develop a Continuity of Operations Plan (COOP) for the City of Concord with funding for technical support from the New Hampshire Division of Homeland Security and Emergency Management.
4. Conduct a tabletop exercise with Department Heads and other City personnel on a response to a major disaster.
5. Replace the 1960’s era console in the communications center with new state-of-the-art equipment.

2019 Goals Status

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.
9-Month Status: This goal is substantially complete and will be fully completed in the fourth quarter. The Fire Department was made aware of a grant from the US Substance Abuse and Mental Health Services Administration in August 2018. An application was completed within that month. In November, the Department was notified that it had been awarded \$126,999 for Project FIRST (First Responders Initiating Recovery, Support, and Treatment). After approval by the City Council in January of 2019, and by the Governor and Executive Council in February of 2019, a recruitment process for a Program Director was initiated and interviews were held in March. A Program Director is expected to be in place in April, with responsibilities for connecting persons who have opioid use disorder with treatment as well as providing support for family members and others in CPR and narcotic administration.

2. Develop a succession plan for key positions in staff bureaus to assure continuity in the provision of specialized services.
9-Month Status: This goal is complete for the transition that occurred in this fiscal year. With the planned retirement of the Communications Supervisor in January 2019, a process was initiated in May of 2018 to replace him. A candidate was identified and recruitment processes for Lead Dispatcher and Dispatcher were initiated. This schedule allowed for several weeks of mentoring and orientation prior to the incumbent supervisor’s retirement, resulting in a very seamless transition at all levels.

3. Upgrade the equipment in the Emergency Operations Center using grant funding from the NH Division of Homeland Security and Emergency Management.
9-Month Status: This goal is not complete. The coming fiscal year will present some new opportunities for the City and Department to significantly enhance EOC capabilities and this goal will be deferred until those opportunities can be pursued.

Fire

2019 Goals Status (continued)

4. Deliver a comprehensive occupational cancer prevention program to Department members, which includes education and policy guidance.
9-Month Status: This goal is complete, although training and further development will be ongoing. The Department has issued a new policy on the decontamination of protective clothing and the revision of other policies to reflect best practices for cancer prevention. Formal training has also been provided in cancer awareness and prevention.

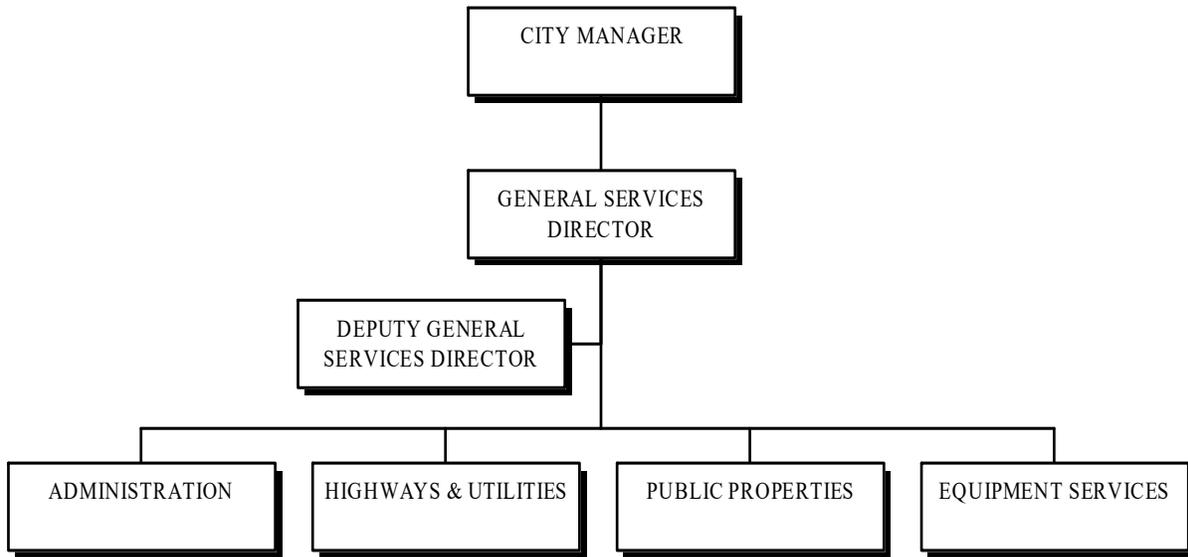
5. Redesign the City's fire alarm system to provide better service to customers through state of the art equipment.
9-Month Status: This goal is on track with the installation of receiving equipment in the Department communications center. The entire project will take five years for the transition of fire alarm system customers from the current system to the radio box system.

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

<u>Budget Detail</u>	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
GS Street Excavation Permit	\$0	\$220	\$0	\$0	\$0
Salt Sales	\$29,044	\$18,589	\$30,000	\$30,000	\$30,000
Street Tree Sales	\$4,450	\$765	\$9,000	\$9,000	\$9,000
Inventory Mark-up	\$15,177	\$15,154	\$16,200	\$16,200	\$15,000
Miscellaneous Services	\$0	\$450	\$0	\$0	\$0
Building Lease or Rental	\$63,400	\$65,300	\$65,300	\$66,610	\$67,940
Miscellaneous	\$13,621	\$38,431	\$5,443	\$11,750	\$3,000
Transfer in-Engineering Inspections	\$559	\$1,872	\$1,900	\$1,900	\$1,900
Transfer In-Parking Fund	\$9,480	\$9,480	\$8,460	\$8,460	\$9,613
Transfer In-Parking Fund Snow Reim	\$58,200	\$58,200	\$0	\$0	\$0
Transfer In-Airport Fund	\$35,050	\$37,381	\$38,544	\$38,544	\$39,176
Transfer In-NEOCTIF	\$109,205	\$114,700	\$120,435	\$120,435	\$126,457
Transfer In-Sears Block TIF	\$26,000	\$36,490	\$37,585	\$37,585	\$38,712
Transfer In-Penacook TIF	\$5,250	\$5,513	\$5,790	\$5,790	\$6,080
Transfer In-Golf Fund	\$0	\$0	\$300	\$300	\$300
Transfer In-Arena Fund	\$16,260	\$19,253	\$19,136	\$19,136	\$18,774
Transfer In-Solid Waste Fund	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Transfer In-Water Fund	\$166,488	\$209,063	\$218,925	\$218,925	\$212,973
Transfer In-Wastewater Fund	\$206,575	\$285,071	\$285,209	\$285,209	\$291,789
Transfer In-Trust/Capital Reserve	\$0	\$0	\$0	\$0	\$19,000
Total Revenue	\$762,358	\$919,532	\$865,827	\$873,444	\$893,314
Expense					
Compensation	\$3,718,903	\$3,693,121	\$3,890,559	\$3,877,080	\$3,969,011
Fringe Benefits	\$1,758,935	\$1,795,014	\$1,977,281	\$1,909,147	\$1,954,838
Outside Services	\$476,644	\$504,680	\$563,241	\$595,513	\$599,491
Supplies	\$1,525,628	\$1,689,489	\$1,541,295	\$1,595,232	\$1,599,270
Insurance	\$183,461	\$180,510	\$172,620	\$172,620	\$158,030
Capital Outlay	\$12,999	\$25,270	\$10,000	\$10,000	\$10,000
Transfer Out	\$990,130	\$1,053,684	\$1,013,313	\$1,013,313	\$1,061,588
Utilities	\$448,164	\$304,692	\$336,065	\$308,700	\$319,094
Total Expense	\$9,114,863	\$9,246,461	\$9,504,374	\$9,481,605	\$9,671,322

General Services

Supplemental Budget Information

Downtown Services	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Expense					
Compensation	\$121,631	\$130,029	\$190,053	\$183,180	\$194,621
Fringe Benefits	\$44,666	\$49,745	\$66,028	\$66,198	\$64,682
Outside Services	\$1,295	\$1,540	\$11,240	\$11,240	\$18,621
Supplies	\$24,745	\$19,436	\$34,333	\$34,030	\$31,940
Total Expense	\$192,337	\$200,750	\$301,654	\$294,648	\$309,864

Snow and Ice Control	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Salt Sales	\$29,044	\$18,589	\$30,000	\$30,000	\$30,000
Transfer In-Parking Fund	\$58,200	\$58,200	\$0	\$0	\$0
Total Revenue	\$87,244	\$76,789	\$30,000	\$30,000	\$30,000
Expense					
Compensation	\$578,045	\$599,186	\$604,113	\$628,980	\$620,391
Fringe Benefits	\$201,097	\$207,155	\$207,193	\$215,185	\$200,670
Outside Services	\$83,245	\$66,957	\$74,760	\$74,840	\$78,400
Supplies	\$607,952	\$722,086	\$574,087	\$574,087	\$574,087
Total Expense	\$1,470,339	\$1,595,383	\$1,460,153	\$1,493,092	\$1,473,548

As of April 2, 2019, there were 32 treatable snow and ice events and all had associated overtime costs. Of the 32 events, 6 occurred on weekends or holidays; therefore, the majority of the events had crews working on straight time, allowing for less work on overtime. Total snow as of April 2, 2019 was 51.1 inches (an average year of snowfall is 67 inches). Of the 32 events, 16 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 six snow removals from the downtown metered area.

<u>Service Indicators</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Number of GSD Subscribers to the Notify Me / News Flash modules of the City Website	4,478	5,054	5,500	5,850
2. Number of Press Releases Printed in the Media	214	182	150	130
3. Miles of Streets Resurfaced	12.0	8.6	2.7	8.9
4. Percentage of Citizen Request Tracker Items Closed	99%	99%	99%	99%
5. Number of Employee Certifications/Re-certifications	106	103	110	115

General Services

2020 Goals

1. Complete the approved road paving Capital Improvement Project.
2. Collaborate with other City departments to improve productivity.
3. Improve employees' technical proficiencies through targeted training and continued education to sustain professional certifications.
4. Increase community engagement through regular use of social media pages.
5. Enhance core services through managing work requests received via the Citizen Request Tracker (CRT).

2019 Goals Status

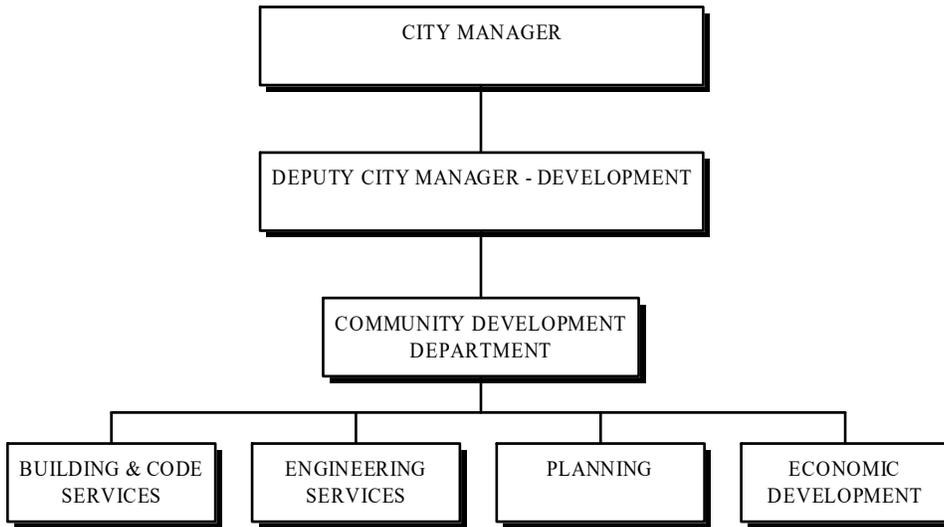
1. Increase community engagement through regular use of social media pages.
9-Month Status: The General Services Department increased community engagement through Facebook, Twitter, Instagram, YouTube and social media. Instagram continues to grow followers.
2. Improve public relations and customer service through frequent website updates (including use of News Flash modules), press releases, newsletters, and other forms of news outlets.
9-Month Status: The Department continues to increase public outreach and customer service through various outlets. A new public works information brochure was created for 2019 in place of the solid waste brochure. The brochure expanded information to include other divisions and events throughout the calendar year, including trash holidays, holiday office closures, Everett Arena events, Fix a Leak Week, leaf collection, National Public Works Week, community events, promotional campaigns, road maintenance, hydrant flushing, and more. The brochure provided contact information, along with information on how to stay informed by using the City website to subscribe to notifications, view employment opportunities, view water billing information, read the Gazette newsletter, and report a concern online.
3. Complete the approved road paving Capital Improvement Project.
9-Month Status: The FY 2019 paving program bid was opened in February and Continental Paving was the low bid. They have been awarded the contract and the expected start date is April 15, 2019. Higher construction costs have reduced the number of neighborhood streets to be resurfaced in face of accelerating roadway deterioration.
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. The Department continues to share and train other City departments on its use.
5. Improve employees' technical proficiencies through targeted training and continued education to sustain professional certifications.
9-Month Status: Department staff have participated in numerous training and continuing education opportunities. Staff have attended more than 110 diverse training classes given by water, wastewater, solid waste, facilities, and road construction professionals through the third quarter of FY 2019.

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 business and development community and various ad hoc committees. 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

<u>Budget Detail</u>	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Building Permits	\$488,306	\$752,085	\$645,000	\$660,000	\$700,000
Electrical Permits	\$67,120	\$66,593	\$65,000	\$70,000	\$70,000
Mechanical Permits	\$163,252	\$115,878	\$90,000	\$115,000	\$120,000
Plumbing Permits	\$39,523	\$42,769	\$45,000	\$42,000	\$42,000
Sign Permits	\$14,166	\$11,609	\$14,000	\$15,000	\$15,000
Fire Protect Permits	\$2,580	\$2,065	\$2,500	\$2,500	\$2,500
Street Excavation Fees	\$852,592	\$340,535	\$130,000	\$130,000	\$130,000
Engineering Licenses	\$5,520	\$4,187	\$4,800	\$4,800	\$4,800
Engineering Pole Lic. Recording Fees	\$110	\$220	\$50	\$70	\$100
Food Service Licenses	\$90,532	\$97,599	\$95,000	\$100,000	\$102,000
Amusement Center Licenses	\$330	\$0	\$0	\$0	\$0
Rooming House Licenses	\$4,262	\$4,449	\$4,350	\$4,400	\$4,500
Yard Sales Permits	\$925	\$804	\$1,000	\$1,000	\$1,000
Taxi Cab Licenses	\$3,200	\$2,250	\$3,200	\$2,600	\$2,600
Peddler Licenses	\$9,557	\$11,728	\$9,500	\$10,000	\$10,000
Amusement Device Licenses	\$5,200	\$1,120	\$0	\$0	\$0
Entertainment Licenses	\$9,303	\$11,126	\$8,000	\$8,000	\$8,000
Convalescent Home Licenses	\$1,387	\$0	\$0	\$0	\$0
Recycling Center Licenses	\$1,052	\$1,315	\$1,600	\$1,500	\$1,500
Solicitation Licenses	\$1,305	\$1,265	\$1,400	\$1,100	\$1,100
Taxi Drivers Licenses	\$4,685	\$3,188	\$2,750	\$2,900	\$2,850
Misc Licenses & Permits	\$2,328	\$2,190	\$1,000	\$1,100	\$1,100
Pawnbroker/Secondhand Dealer Lic.	\$1,125	\$1,875	\$1,500	\$2,000	\$2,000
Timber Sales	\$23,835	\$29,215	\$10,000	\$13,000	\$1,000
Application for Appeal	\$16,557	\$30,834	\$19,000	\$24,000	\$22,000
Review Fee-Site Plans	\$38,474	\$62,967	\$40,000	\$40,000	\$40,000
Review Fee-Subdivision	\$8,090	\$9,675	\$9,000	\$16,000	\$15,000
Reports, Prints and Copies	\$2,082	\$2,179	\$1,750	\$2,000	\$1,750
Miscellaneous Services	\$2,743	\$36,096	\$25,000	\$28,000	\$25,000
Facility Lease or Rental	\$0	\$0	\$2,650	\$2,700	\$2,800
Donations	\$0	\$2,500	\$0	\$0	\$0
Miscellaneous	\$31,100	\$20,219	\$8,520	\$4,720	\$5,790
Transfer In-Impact Fee Fund	\$15,000	\$7,500	\$0	\$0	\$0
Transfer In-Water Fund	\$154,830	\$134,000	\$134,000	\$134,000	\$124,350
Transfer In-Wastewater Fund	\$140,860	\$161,370	\$161,370	\$161,370	\$134,610
Transfer In-Trust/Forest	\$40,453	\$0	\$40,458	\$36,080	\$49,225
Total Revenue	\$2,242,383	\$1,971,405	\$1,577,398	\$1,635,840	\$1,642,575

Community Development

	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Expense					
Compensation	\$1,916,065	\$2,142,924	\$2,187,064	\$2,172,763	\$2,251,937
Fringe Benefits	\$790,201	\$878,511	\$979,510	\$943,390	\$925,307
Outside Services	\$204,789	\$196,570	\$227,772	\$213,722	\$209,338
Supplies	\$32,269	\$30,870	\$40,792	\$40,507	\$34,045
Insurance	\$17,870	\$17,820	\$16,850	\$16,840	\$17,520
Transfer Out	\$0	\$11,139	\$0	\$130,000	\$133,750
Total Expense	\$2,961,194	\$3,277,834	\$3,451,988	\$3,517,222	\$3,571,897

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Development and Design Review Applications	52	60	64	60
2. Total Building and Zoning Permits Issued	2,192	2,124	2,294	2,250
3. Capital Projects Designed/Managed by Engineering	29	30	33	32
4. Acres of Protected Open Space	6,765	6,921	7,077	7,349
5. Acres of Harvested Forest Land	22	40	15	0
6. Economic Development Director business visits completed	35	100	125	150

2020 Goals

1. Complete and update form-based code.
2. Update the street tree inventory and create an implementation plan to replace street trees lost through disease, storm damage or age.
3. Encourage alternative transportation by organizing a bike and pedestrian demonstration project.
4. Implement Tyler/Energov permitting software.
5. Update the City's Construction Standards.
6. Complete the storm water enterprise fund feasibility study including a drainage system rate structure analysis.
7. Advance the design for Storrs Street Extension and coordinate with NHDOT on the I-93 widening project.
8. Construct Phase 1 of the drainage improvements to the I-393/North Main Street area.
9. Continue to work proactively with business community—both locally and out of area—to attract and retain businesses and grow tax base opportunities.

2019 Goals Status

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.
9-Month Status: The Economic Development Director grew business visitations and worked to successfully bring ArgenTech Solutions and MetalMax to Concord. A mission to Canada is scheduled for April 2019. Meetings are planned with multiple Canadian businesses and trade associations.

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.
9-Month Status: A solution to the problem, involving the addition of a secondary drainage pipe within the City's property adjacent to Kimball Jenkins, has been developed. This alternative will alleviate the flooding concern and minimize construction impact to Kimball Jenkins operations. Project is anticipated for construction in late fall 2019, pending Council CIP approval.

Community Development

2019 Goals Status (continued)

3. Conduct a rate structure analysis to assess the benefits of creating a storm water enterprise fund.
9-Month Status: A consultant has been retained for the study.
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.
9-Month Status: Evaluation was complete. Hooksett Turnpike, North Pembroke Road, and Birchdale Road bridges are expected to be re-built in FY 2020. Remaining bridge and dam projects will be updated in CIP.
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.
9-Month Status: The consultant submitted a Character Analysis in August 2018. Meetings were held on this project with stakeholders in the fall. Additional presentations/updates were provided to the Planning Board and City Council throughout this period. Final drafts for Phase 1 are anticipated prior to the end of FY 2019.
6. Implement a street tree planting program.
9-Month Status: The Street Tree Committee has met to establish a program. A presentation is planned for the April City Council meeting to advise as to status.
7. Pending Council approval, implement a reorganization plan for the Building & Code Services Division to more effectively utilize staff resources and provide enhanced customer service.
9-Month Status: Building Inspector and Health and Licensing Officer positions were filled. Recruitment for part-time Permit Technician positions was delayed due to an unexpected internal staffing issue that precluded full implementation of re-organization. The goal is to fill one of the two Permit Technician positions by the end of FY 2019.

Leisure Services

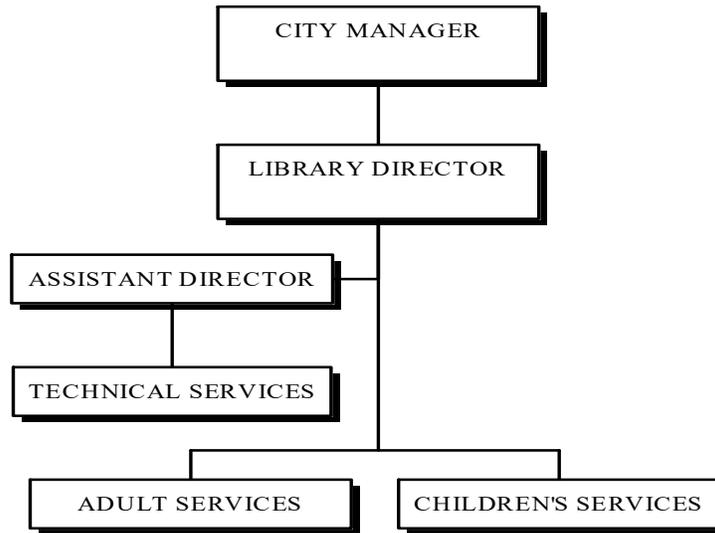
	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Library	\$233,053	\$231,126	\$234,940	\$226,500	\$231,600
Parks & Recreation	\$700,272	\$712,482	\$1,258,804	\$1,260,715	\$1,256,943
Total Revenue	\$933,325	\$943,608	\$1,493,744	\$1,487,215	\$1,488,543
Expense					
Library	\$1,663,415	\$1,725,384	\$1,846,635	\$1,786,505	\$1,823,207
Parks & Recreation	\$2,733,375	\$2,919,950	\$3,243,620	\$3,146,970	\$3,254,235
Total Expense	\$4,396,790	\$4,645,334	\$5,090,255	\$4,933,475	\$5,077,442

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

<u>Budget Detail</u>	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
Non-Resident Library Fees	\$6,550	\$6,855	\$7,400	\$6,000	\$7,000
Fines For Overdue Books	\$31,593	\$30,102	\$33,000	\$26,000	\$30,000
Miscellaneous	\$8,610	\$7,870	\$8,240	\$8,200	\$8,300
Transfer In-Trust/Library	\$186,300	\$186,300	\$186,300	\$186,300	\$186,300
Total Revenue	\$233,053	\$231,126	\$234,940	\$226,500	\$231,600
Expense					
Compensation	\$941,930	\$997,538	\$1,079,163	\$1,048,304	\$1,100,150
Fringe Benefits	\$329,395	\$380,453	\$412,994	\$389,980	\$373,463
Outside Services	\$59,383	\$46,527	\$56,769	\$53,089	\$53,627
Supplies	\$222,636	\$234,680	\$225,832	\$225,832	\$227,327
Utilities	\$90,544	\$46,385	\$53,727	\$51,150	\$51,500
Insurance	\$19,528	\$19,800	\$18,150	\$18,150	\$17,140
Total Expense	\$1,663,415	\$1,725,384	\$1,846,635	\$1,786,505	\$1,823,207

<u>Service Indicators</u>	2017 Actual	2018 Actual	2019 Estimated	2020 Projected
1. Audio & eBook & Downloadables	26,993	34,428	46,000	50,000
2. Other Items Borrowed	269,343	258,103	266,000	270,000
3. Online Services – Catalog Searches	648,377	567,028	475,000	500,000
4. Online Services – Database Searches (vendor change)	653,871	292,103	190,000	195,000
5. CPL website visits	N/A	N/A	117,000	125,000
6. Total Programs, Classes & Events	311	269	310	334
7. Attendance of Programs/Classes & Events	6,109	6,375	6,500	7,000
8. Research Assistance	70,356	81,965	65,000	62,000
9. Volunteer Hours	1,864	1,836	1,812	2,000
10. Interlibrary Loans - Lent	2,783	2,371	1,600	1,900
11. Interlibrary Loans – Borrowed	3,131	2,800	2,700	2,600
12. PC/Internet Use Hours	21,634	18,084	17,000	16,000
13. Chromebook Checkouts (started in FY2016)	4,594	4,635	3,000	3,000

2020 Goals

1. Complete plans and install a new main information desk that combines circulation and reference services.
2. Implement new procedures and software for Interlibrary Loan Services to improve patron experiences and streamline the workflow for library staff.
3. Train staff through the State Library on upcoming changes to the NHU-Pac and ILL system in New Hampshire.
4. Transition bi-monthly print newsletter to an online platform for digital distribution.
5. Evaluate the print and electronic periodicals to create a relevant and accessible collection.
6. Complete a reorganization of the Children’s Fiction collection to improve discoverability.
7. Complete a reorganization of the Adult Nonfiction collection to make it more logical and accessible.
8. Evaluate transition of shelving classifications for nonfiction movies, audiobooks and music CDs.

Library

2019 Goals Status

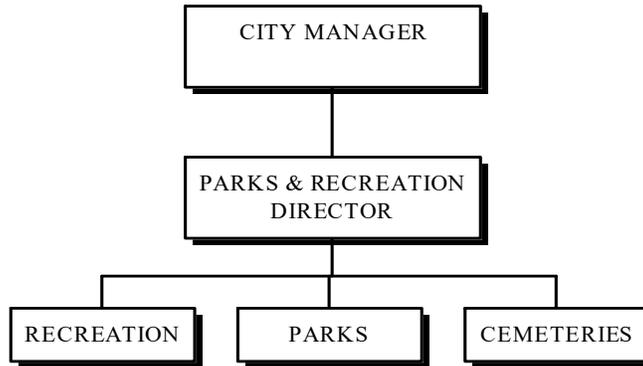
1. Determine the next phase for the Penacook Branch Library, and how to embark on a successful transition.
9-Month Status: The Library Director has visited numerous properties as they become available in Penacook. Nothing has been suitable or affordable, at this juncture, for a Library transition.
2. Establish a core programming schedule at the new multi-generational citywide community center that fits the Heights community's needs and interests.
9-Month Status: The Heights Branch Library holds weekly programming for babies, toddlers, and technology training; and has held several larger programs and author events in the multipurpose room of the City-wide Multigenerational Community Center.
3. Launch an online museum pass reservation system with several new museum passes, and achieve a 10% increase in museum pass borrowing.
9-Month Status: In December 2018, staff launched an online museum pass reservation system called Tixkeeper. Patrons can see when tickets are available and place holds online, and then simply stop in at the Library to check out their passes.
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.
9-Month Status: Staff plans to start this transition in late spring and, hopefully, complete it before school summer vacation.
5. Reorganize the adult nonfiction section to make it easier to find materials. Evaluate the adult DVD/audio section for the same purpose.
9-Month Status: The reorganization will take place after the children's collection transition project.
6. Promote the new teen space that has recently been recreated by launching a new once/month teen program.
9-Month Status: This summer, the Library will be starting a teen program called Adulting 101.
7. Create and implement a 5-year Strategic Plan for the Concord Public Library.
9-Month Status: Due to increasing facility challenges at both the Concord Main Library and Penacook Branch Library, the strategic plan process has been delayed until next year, at which time a 10-year strategic plan will be developed.

Parks and Recreation

Mission

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

PARKS & 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 and the recreation building at White Park (former Skate House).
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 Deputy City Manager-Finance. The City Manager will review status as the fiscal year progresses.

Parks and Recreation

<u>Budget Detail</u>	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Recreation Player Fee-Parks	\$3,982	\$5,478	\$4,300	\$4,300	\$4,300
Interment	\$78,051	\$88,123	\$80,100	\$85,000	\$80,100
Cemetery Maintenance	\$1,166	\$1,826	\$2,000	\$700	\$1,500
Overtime & Supply Charges	\$7,824	\$9,952	\$10,500	\$12,000	\$10,500
Miscellaneous Services	\$169,764	\$165,122	\$254,460	\$218,000	\$221,640
Camps	\$89,438	\$129,609	\$113,710	\$140,110	\$127,500
Aquatics Program	\$44,312	\$19,344	\$31,000	\$33,780	\$31,500
Lighting Charge	\$2,785	\$4,265	\$4,400	\$7,000	\$4,400
Building Lease or Rental	\$98,741	\$83,555	\$138,920	\$93,000	\$117,850
Facility Lease or Rental	\$31,187	\$29,005	\$39,614	\$38,700	\$64,053
Court Ordered Payments-Cemeteries	\$102	\$77	\$0	\$50	\$0
Court Ordered Pymnts-Parks & Rec	\$59	\$25	\$0	\$95	\$0
Donations	\$5,000	\$0	\$0	\$0	\$0
Music Program Donations	\$219	\$1,115	\$1,200	\$1,500	\$1,500
Fireworks Donation	\$0	\$0	\$0	\$0	\$1,000
Contribution-Purchase of Lots	\$15,348	\$26,422	\$23,100	\$31,600	\$23,100
Contribution-Purchase of Niches	\$1,460	\$3,564	\$2,000	\$8,100	\$3,000
Concession Income	\$2,349	\$1,320	\$3,500	\$50	\$0
Miscellaneous	\$5,330	-\$8	\$0	\$36,230	\$0
Advertising Revenue	\$0	\$5,500	\$5,500	\$6,000	\$5,500
Transfer In-Trust/Capital Reserve	\$15,000	\$13,000	\$414,500	\$414,500	\$414,500
Transfer In-Trust/Flowers	\$6,000	\$5,500	\$6,500	\$6,500	\$6,500
Transfer In-Trust/General Care	\$122,155	\$118,187	\$122,000	\$122,000	\$137,000
Transfer In-Trust/Shrubs	\$0	\$1,500	\$1,500	\$1,500	\$1,500
Total Revenue	\$700,272	\$712,482	\$1,258,804	\$1,260,715	\$1,256,943
Expense					
Compensation	\$1,557,371	\$1,706,579	\$1,849,946	\$1,822,810	\$1,875,548
Fringe Benefits	\$644,116	\$702,318	\$773,758	\$723,550	\$749,885
Outside Services	\$228,452	\$226,944	\$262,738	\$262,250	\$276,475
Supplies	\$198,913	\$211,022	\$225,014	\$221,250	\$220,417
Utilities	\$59,582	\$28,188	\$104,100	\$89,040	\$100,050
Insurance	\$17,279	\$17,630	\$16,664	\$16,670	\$18,550
Capital Outlay	\$27,662	\$27,267	\$11,400	\$11,400	\$13,310
Total Expense	\$2,733,375	\$2,919,950	\$3,243,620	\$3,146,970	\$3,254,235

Parks and Recreation

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Number of Pool Users*	20,599	**19,016	22,000	22,000
2. Number of Program Registrations	4,430	4,475	5,300	5,800
3. Number of Facility Reservations	3,890	3,925	4,200	4,500
4. Number of Burials per Year	198	208	215	200
5. Social Media Likes (Facebook)	2,856	3,675	4,400	5,000

* Pool use is measured by pool season (June—August)

** Two pools opened late due to staff shortages.

2020 Goals

1. Successfully manage and operate the new Recreation Building at White Park (Former Skate House).
2. Work with the community to expand program offerings that meet the needs of our residents.
3. Manage capital infrastructure projects, as approved by City Council in the FY 2020 budget.

2019 Goals Status

1. Successfully manage and operate the new multi-generational citywide community center.
9-Month Status: The new community center opened in June 2018 and, as a result, the majority of 2018 summer camps held at the center were full, many with waiting lists. Over the summer months the new center was open a total of 63 hours a week, 6 days a week. During the late fall, the hours of operation were expanded to 80 hours a week, 7 days a week. The Department added many new programs at the center. Many of the Concord School District’s Community Education Programs were brought over to the center with classes starting in September 2018. Other programs added included: fitness classes; drop-in adult programs such as Futsal, Basketball, Pickleball, and Volleyball; and youth and family programs like Family Open Gym. Private rentals increased during the winter with Peak FC and Capital Region Volleyball Club being weekly users throughout the winter.

2. Manage capital infrastructure projects, as approved by City Council in the FY 2019 budget.
9-Month Status: The main Park CIP projects handled by the Department this year were Rollins Park Reforestation, full renovation of five of the tennis courts at Memorial Field, renovation of the basketball court at Rolf Park, continued work on the rock wall at Rollins Park, and LED lights at the basketball courts and hockey rink at White and Merrill Parks. The new Master Plan for Terrill Park was also completed and the project is now fully permitted. Department staff were also involved in the building of the new recreation building at White Park (former Skate House). Lastly, work was completed at the Perkins Chapel and road renovations were done in Blossom Hill Cemetery.

3. 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 to be involved in many special events in the city, like the Black Ice Pond Hockey Tournament, the Making Strides Against Breast Cancer Walk, and numerous 5k road races held in parks around the city. The Department coordinated the City’s annual July4th celebration; partnered with the New England Patriots to host a free football clinic coached by former Patriots players; partnered with Red River Theatre to host two “movies in the park” last summer; and hosted several baseball tournaments during the summer that attracted teams from all over New England. The new Citywide Community Center was host to several large events, including the Greater Concord Chamber of Commerce’s Business After Hours and the NH Parks & Recreation Association’s State Conference.

4. Work with the City’s new Public Information Officer to highlight the Department’s role in the quality of life our residents enjoy.
9-Month Status: Department staff worked with the Public Information Officer on many initiatives during the year. Projects included marketing the opening of the new community center and assisting with marketing and outreach efforts for the new Adult Programs being offered at the Citywide Community Center. The Public Information Officer helped create a trifold to help advertise rental opportunities with the new community center, and helped with the social media postings for many of the Department’s CIP projects and events.

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, and other items to help meet some basic human needs.

Human Services

<u>Budget Detail</u>	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Reimbursements	\$10,667	\$26,300	\$10,000	\$8,000	\$10,000
Total Revenue	\$10,667	\$26,300	\$10,000	\$8,000	\$10,000
Expense					
Compensation	\$289,263	\$250,030	\$261,307	\$260,660	\$271,046
Fringe Benefits	\$118,306	\$120,098	\$128,122	\$128,050	\$128,221
Outside Services	\$65,366	\$74,409	\$63,980	\$63,520	\$64,446
Supplies	\$840	\$730	\$1,200	\$1,000	\$1,200
Insurance	\$2,500	\$2,490	\$2,530	\$2,530	\$2,530
Miscellaneous	\$221,315	\$174,911	\$250,850	\$219,250	\$228,750
Total Expense	\$697,589	\$622,667	\$707,989	\$675,010	\$696,193

<u>Service Indicators</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
1. Appointments/Emergencies	1,359	990	1,000	1,050
2. Homeless & Homeless at Risk Served	227	188	200	220
3. Applications for Assistance Issued	392	370	400	410
4. Walk-ins	961	851	950	1,000
5. Initial Case Interviews	376	347	370	400
6. Percent of Total Aid Budget in Rental Assistance	91%	90%	91%	91%

2020 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.
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 services.
4. Review the Standard Operating Procedures for the Department, ensuring 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.

2019 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: The department hosted numerous speakers such as the Bureau of Drug and Alcohol Services, National Guard, Family Promise, Community Action Program, Service Link and NH Legal Assistance's Fair Housing Project. In addition, staff attended community trainings i.e. Addiction and Recovery, Trauma and Homelessness and Active Bystander.

Human Services

2019 Goals Status (continued)

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: NHLWAA and FAAC monitored SB 313, which was signed into law on January 1, 2019, creating the Granite Advantage Health Care Program. Granite Advantage is also referred to as Expanded Medicaid. The major concern is the community engagement and work requirement of 100 hours a month for the individuals who are not exempt. This new requirement was implemented in March and individuals have until July 1, 2019 to submit the hours. This change may have an impact on municipalities, if the person is unable to comply. The person would need to apply at their local welfare department for prescription assistance.
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: Ascentria resettled 57 refugees in FY 2018. Their new fiscal year started in October, and they have resettled 32 Congolose individuals. They project resettling approximately 46 families, and they will be Congolose and Rohingya. Resettlement agencies throughout the country have seen a decrease in the number of refugees being resettled due to governmental restrictions.
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 review of policies, forms and strategies is ongoing. This process involves the input of all staff members. The office also monitors policy changes occurring at the State and local level, and any potential impact it would have on the department. The director also consults with other municipalities to discuss best practices.
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: This initiative has progressed and there is evidence of health outcomes. The Medication Assisted Treatment project has seen 165 patients, and 93-100% remained opioid free at 3, 6 and 9 months while in treatment. The Reentry project has served 54 individuals with pre-release programs, workshops and counseling services, and 59-73% had a follow through rate with substance abuse, mental health and primary care physician referrals. The Enhanced Care Coordination project is expanding their services to include a Complex Care Team focused on addressing the needs of "high utilizers" of the emergency department.
6. Continue to serve on the Homeless Steering Committee with a focus on the Housing First Model for our chronically homeless population.
9-Month Status: The Housing First Model continues to have an 80-90% success rate. They currently have 13 housing vouchers filled and are working on filling the last one. The permanent Cold Weather Winter Shelter opened on December 17, 2018. The average stay there per night, from December to February, was 32 individuals. In March, it increased to 37 individuals per night. The shelter closed for the season on March 31, 2019.

Special Revenue Funds

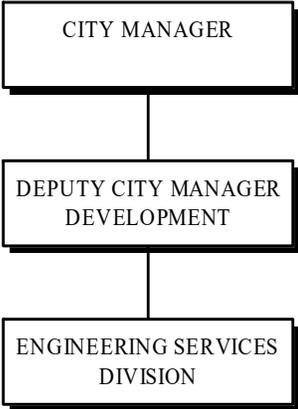
	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
Project Inspection	\$292,917	\$380,751	\$315,050	\$354,970	\$363,550
Parking	\$1,970,964	\$1,948,623	\$2,471,902	\$2,779,516	\$3,049,358
Airport	\$344,919	\$354,333	\$365,199	\$358,713	\$362,378
Conservation Property	\$82,108	\$62,676	\$123,687	\$86,187	\$106,491
Golf	\$1,001,847	\$1,042,149	\$1,070,799	\$1,016,000	\$1,092,044
Arena	\$595,997	\$629,449	\$614,995	\$660,925	\$666,200
Solid Waste	\$4,633,620	\$4,285,287	\$4,411,584	\$4,265,394	\$4,458,581
Sub Total	\$8,922,371	\$8,703,268	\$9,373,216	\$9,521,705	\$10,098,602
Expense					
Project Inspection	\$339,891	\$354,324	\$314,269	\$342,690	\$359,109
Parking	\$1,946,066	\$2,096,359	\$2,527,750	\$2,315,958	\$2,924,555
Airport	\$346,878	\$373,157	\$445,908	\$425,332	\$444,765
Conservation Property	\$101,638	\$87,086	\$123,687	\$115,187	\$106,491
Golf	\$1,025,786	\$1,042,421	\$1,121,074	\$1,132,510	\$1,092,044
Arena	\$562,926	\$588,765	\$677,912	\$656,315	\$647,896
Solid Waste	\$3,912,189	\$4,038,615	\$4,396,698	\$4,195,969	\$4,539,339
Sub Total	\$8,235,375	\$8,580,729	\$9,607,298	\$9,183,961	\$10,114,199

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

<u>Fund Summary</u>	2019 Budgeted	2019 Estimated	2020 Budget
Revenue	\$315,050	\$354,970	\$363,550
Expense	\$314,269	\$342,690	\$359,109
Net Income (Loss)		\$12,280	\$4,441
Beginning Working Capital		\$53,228	\$65,508
Ending Working Capital		\$65,508	\$69,949

<u>Budget Detail</u>	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
Engineering Permits	\$104,370	\$96,473	\$106,000	\$106,000	\$98,000
Miscellaneous Services	\$187,270	\$279,124	\$208,500	\$240,000	\$265,000
Investment Income	\$1,227	\$4,472	\$400	\$5,100	\$400
Finance Charges	\$49	\$683	\$150	\$1,400	\$150
Insurance Distributions & Credits	\$0	\$0	\$0	\$2,470	\$0
Total Revenue	\$292,917	\$380,751	\$315,050	\$354,970	\$363,550
Expense					
Compensation	\$218,518	\$229,514	\$184,080	\$208,751	\$222,255
Fringe Benefits	\$111,756	\$114,438	\$117,949	\$117,949	\$125,934
Outside Services	\$2,118	\$1,078	\$2,650	\$6,800	\$2,380
Supplies	\$3,550	\$3,842	\$4,080	\$3,680	\$3,190
Insurance	\$1,560	\$1,710	\$1,800	\$1,800	\$1,750
Transfer Out	\$2,389	\$3,742	\$3,710	\$3,710	\$3,600
Total Expense	\$339,891	\$354,324	\$314,269	\$342,690	\$359,109

Project Inspection Fund

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Private Development Projects Inspected by Staff	40	76	65	60

2020 Goals

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

2019 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

<u>Fund Summary</u>	2019 Budgeted	2019 Estimated	2020 Budget
Revenue	\$2,471,902	\$2,779,516	\$3,049,358
Expense	\$2,527,750	\$2,315,958	\$2,924,555
Net Income (Loss)		\$463,558	\$124,803
Beginning Working Capital		\$3,761	\$467,319
Ending Working Capital		\$467,319	\$592,122

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

<u>Budget Detail</u>	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Metered Parking	\$720,404	\$793,512	\$1,004,994	\$1,256,875	\$1,379,874
Metered Parking-Cards	\$84,154	\$37,963	\$85,000	\$85,000	\$85,000
Investment Income	\$136	\$53	\$200	\$490	\$500
Parking Rental	\$561,035	\$569,155	\$627,441	\$627,500	\$671,805
Finance Charges	\$2,439	\$11,505	\$500	\$11,900	\$5,000
Parking Penalties	\$327,328	\$320,805	\$478,651	\$374,025	\$633,436
Insurance Distributions & Credits	\$0	\$0	\$0	\$3,610	\$0
Contribution In Aid	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500
Miscellaneous	\$0	\$0	\$0	\$145,000	\$0
Transfer In-General Fund	\$0	\$0	\$40,706	\$40,706	\$38,099
Transfer In-Sears Block TIF	\$206,167	\$205,130	\$223,910	\$223,910	\$225,144
Transfer in-Trust/Durgin	\$58,800	\$0	\$0	\$0	\$0
Total Revenue	\$1,970,964	\$1,948,623	\$2,471,902	\$2,779,516	\$3,049,358
Expense					
Compensation	\$390,834	\$419,582	\$445,549	\$365,160	\$484,098
Fringe Benefits	\$190,289	\$199,363	\$218,919	\$169,550	\$262,855
Outside Services	\$237,832	\$274,386	\$482,550	\$415,963	\$541,204
Supplies	\$15,721	\$40,353	\$61,467	\$57,300	\$89,935
Utilities	\$54,585	\$53,869	\$57,770	\$50,400	\$51,900
Insurance	\$25,786	\$26,250	\$22,780	\$22,800	\$21,380
Debt Service	\$764,823	\$769,604	\$955,615	\$955,600	\$1,190,705
Miscellaneous	\$129,156	\$132,408	\$136,530	\$132,615	\$158,715
Transfer Out	\$137,040	\$180,543	\$146,570	\$146,570	\$123,763
Total Expense	\$1,946,066	\$2,096,359	\$2,527,750	\$2,315,958	\$2,924,555

Parking Fund

<u>Service Indicators</u>	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Estimated</u>	<u>2020</u> <u>Projected</u>
1. Overtime Parking Meter Citations	18,467	18,860	20,400	20,000
2. Time Zone Citations	1,316	1,372	600	1,300
3. Meter Feeding Citations	5	2	5	5
4. Winter Parking Ban Citations	300	327	270	300
5. Booted Vehicles	23	33	10	25
6. Credit Card Transactions at Kiosks	241,908	295,954	393,000	425,000
7. Credit Card Transactions – Fines/Penalties/P-Cards	1,538	1,710	1,200	1,000
8. Customer Payment Plans Created	29	20	15	30
9. Violations Appealed to Court	48	52	25	50
10. Parking Permits Issued	-	-	*452	850
11. Mobile Unit Hours of Enforcement	-	-	-	*2,200
12. Single Space Smart Meter Transactions	-	-	*9,650	35,000
13. Online Citation Payments	-	-	*3,000	5,000

*First year reported.

2020 Goals

1. Continue implementation of the Strategic Plan:
 - a. Complete the smart meter and kiosk trial period initiated in FY 2019, and install smart meters for Phase I / Phase II Meter Expansion Areas.
 - b. Complete negotiations with long-term lessees to convert reserved spaces at the Storrs Street and School Street Parking Garages from leases to permits.
 - c. Select and implement a pay-by-cell application for the City.
 - d. Select and implement an on-line application portal for parking garage permits, resident permits, and on-street parking encumbrance permits.
2. Fully staff the Parking Division in accordance with the Parking Strategic Plan, as modified by FY 2020 Program Change Request (PCR) #1132.
3. Working closely with the Parking Committee, Fire Department, General Services Department, as well as the public, complete the Narrow Streets Study and enact new City ordinances to implement the Study's final recommendations.
4. Working with the Parking Committee, review and revise the winter storm event parking tickets and towing protocols.
5. Maintenance: Continue to implement new daily and annual maintenance programs for the City's three municipal parking garages.
6. Capital Projects:
 - a. Continue to manage ongoing capital projects, such as repair and renovation of the School Street and Storrs Street parking garages.
 - b. Complete implementation of FY 2019 CIP Projects, including installation of surveillance systems in all three parking garages, construction of a new parking lot at 10 Prince Street, and others.
 - c. Implement the FY 2020 CIP as adopted by the City Council.

Parking Fund

2019 Goals Status

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.
9-Month Status: This goal was implemented in July 2018. Specific changes implemented in FY 2019 included the General Fund absorbing the cost of Downtown Snow Removal, adjusting the relationship between the Parking Fund and General Fund regarding staff costs for certain positions, as well as the General Fund providing the Parking Fund with financial support for operating and debt service costs for certain parking facilities used by the General Fund employees (such as the City Hall, Auditorium, Library, and Police Department parking lots, as well as the State Street Parking Garage). Per City Council, the recommendation to allow the Parking Fund to capture non-meter ticket revenues was not implemented. Review of this specific recommendation remains ongoing.
- 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.
9-Month Status: New hours of enforcement were implemented on July 1, 2018. A total of four new parking enforcement officer positions (two 24 hours, two 12 hours for a total of 1.8 FTEs) were created and funded in the FY 2019 adopted budget. However, due to a strong economy, historically low unemployment rates (approximately 2.5%), as well as challenging working conditions associated with these positions, none of these positions have been staffed as of April 1, 2019.
- 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.
9-Month Status: New meter rates were successfully implemented on July 1, 2018. Meter revenues have been robust during the initial nine months of FY 2019, and actual revenues have been significantly stronger than budget.
- 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.
9-Month Status: New meter time limits were successfully implemented on July 1, 2018. These adjustments have been successful, as longer time limits are customer friendly and positive for downtown economic development. Also, increased time limits have contributed to robust meter revenues for the parking system.
- 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.
9-Month Status: The State Street Parking Garage was successfully converted from leases to a permit program on July 1, 2018. As of March 1, 2019, State Street has 110 permits issued for 92 permit reserved spaces, and will exceed budget for FY 2019. An interim permit program was implemented in the School Street Garage in January 2019 in order to facilitate ongoing repairs and renovations. Negotiations are ongoing to permanently convert the garage to a permit program once repairs and renovations are finished in summer 2020. Negotiations with long-term lessees in the Storrs Street Garage began in earnest in FY 2019 and remain ongoing. Staff is optimistic that the garage will be converted to a permit program during FY 2020.

Parking Fund

2019 Goals Status (continued)

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.
9-Month Status: Phase I meter expansion was implemented in October 2018. Approximately 43 meters were installed on South Main Street (Wentworth Avenue to Perley Street) and Concord Street (South Main to South State Street). Meters were not installed on Dixon Avenue due to the removal of on-street parking spaces associated with the Granite Center Redevelopment Project. Mechanical meters have been installed on an interim basis until the City selects a new smart meter and kiosk vendor in early FY 2020. A 9-month trial period involving two meter / kiosk vendors was initiated in fall 2018 and is scheduled to conclude in July 2019.

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 payment of parking tickets.
- On-line application processes for parking leases and permits.

9-Month Status:

- Independent website for the parking system (ParkConcordNH.com): The domain name has been secured and \$25,000 was appropriated in FY 2019 to create the website. This project is ongoing. However, in late FY2018, the City created ConcordNH.gov/Parking on an interim basis to help improve customer service and facilitate implementation of strategic parking recommendations. This interim website has served the Parking Division's needs well to date.
- Pay-by-cell application: Staff has met with two vendors currently operating in New Hampshire. Pending additional due diligence, staff is confident that a vendor will be selected and operating in Concord this summer.
- Convert from the POM parking card to the Cale America parking card: This recommendation has been successfully implemented.
- On-line payment capabilities for parking tickets: This recommendation has been successfully implemented. The portal for on-line payments can be accessed at Concordnh.gov/Parking.
- On-line application processes for parking leases and permits: Applications for parking permits in the School Street and State Street Parking Garages, as well as for Resident Parking Permits, are available at Concordnh.gov/Parking. However, permits must be printed and returned to the Parking Division. This is not ideal for the public or Parking Division. As such, staff continues to explore options for creating an on-line portal, which the public could use to directly apply for permits via the City's website.

h) Citations: Implement changes to parking citations, including expired meter tickets, per Ordinance #2996 adopted on December 9, 2017.

9-Month Status: This goal was implemented on July 1, 2018. Specifically, seven of the approximately 34 citations the City has were revised. These included citations for Parking Against Traffic (increased from \$20 to \$25), Illegal Parking in a Reserved Space (increased from \$20 to \$25), Parking in a No Parking Zone (increased from \$15 to \$20), Expired Meter Citations (increased from \$10 to \$15), Parking at an Encumbered Meter (increased from \$10 to \$15), Not Parking Within Lines (increased from \$5 to \$10), and Parking Without a Resident Permit (increased from \$10 to \$15).

i) Neighborhood Parking: Subject to approval of the FY 2019 Budget, hire additional Parking Enforcement Officers to support dedicated neighborhood parking enforcement.

9-Month Status: Staffing for two, part-time 24 hour Parking Enforcement Officers was approved as part of the FY 2019 Budget. Funding was approved for 9 months of the fiscal year. The Parking Division has been actively recruiting for these positions without success. Key factors thwarting the filling of these positions include: a strong economy, very low unemployment, as well as challenging working conditions for these positions.

Parking Fund

2019 Goals Status (continued)

- j) Resident Parking: Implement the revised on-street resident parking program, as approved by Ordinance #2997 on December 9, 2017.
9-Month Status: This ordinance was implemented on July 1, 2018. At the request of the Parking Committee, the cost of these permits was reduced from \$50/permit/year to \$5/permit/year. Approximately 61 residential permits were issued in FY 2019. Enacted in the early 1980s, this program is limited to four streets near the UNH School of Law.
- 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.
9-Month Status: This recommendation was implemented as part of the FY 2019 Budget and codified by a Policy enacted by the City Manager on March 29, 2018. Per this policy, roles and responsibilities of each department are as follows:

City Manager's Office:

- General oversight, administration, and coordination of the City Parking System.
- Administration of all capital projects, including the annual update of the Parking Division's Capital Improvement Program, unless otherwise assigned to the Parking Division or General Services Department.
- Lead staff for the Parking Committee, with support from other City Departments / Divisions as needed.
- Administration of parking lease and permit programs.
- Preparation of Parking Ordinances and associated reports to City Council, unless otherwise assigned to the Parking Division or City Engineering Division.
- Preparation of bids and requests for proposals for goods and services for the Parking System, unless otherwise assigned to the Parking Division.
- Preparation of the Parking Operating and Capital Budgets.

General Services Department:

- All custodial, maintenance, and basic repairs for all parking facilities unless otherwise assigned to the City Parking Division on the attached matrix.

Parking Division:

- Enforcement of the City Parking System.
- Repair of parking kiosk and meters, except as otherwise assigned to the General Services Department.
- Administration of certain facility services contracts, such as security / surveillance systems, snow removal for garages and lots, garage sweeping, garage pavement markings, and annual cleaning of garage drainage structures.

- 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.
9-Month Status: Enforcement of handicap parking time limits began on July 1, 2018. The remaining recommendations are ongoing and shall be reviewed by the Parking Committee as circumstances warrant. Specifically, the "quarters only" recommendation will be reviewed as the City transitions to new smart meters and kiosks. Valet parking will continue to be reviewed given the advent of a new downtown hotel, as well as additional restaurants and performing arts venues.

Parking Fund

2019 Goals Status (continued)

2. Capital Improvement Projects:

- a) Continue ongoing repairs and renovations of the School Street Parking Garage.
9-Month Status: Repairs and renovations began in November 2017. The project is scheduled to be completed in summer 2020 (FY 2021). Steel repairs have been completed on Levels 2 –5. Much of the garage has been repainted, the new north stair tower has been completed, and the elevator has been replaced. As of April 2019, replacement of the south stair tower was underway. Remaining work includes completion of the south stair, construction of the maintenance storage room, concrete and waterproofing repairs, as well as installation of new signage.
- b) Complete reconstruction of the Red River Theatre vestibule and elevator tower roof at the Storrs Street Parking Garage.
9-Month Status: The project was substantially completed in fall 2017; however, the vestibule continues to leak. The Contractor will resume work in spring 2019 to permanently resolve the issue. In addition, work to address mold and paint issues in all three stair towers will be completed in spring / summer 2019.
- c) Subject to adoption of the FY 2019 budget, implement pigeon control measures at the Storrs Street Parking Lot.
9-Month Status: Funds were appropriated as part of the FY 2019 Capital Improvement Program. This project remains ongoing.
- d) Subject to adoption of the FY 2019 budget, purchase and install 50 new smart meters per the Strategic Parking Plan.
9-Month Status: Meters were installed on South Main Street (Wentworth Avenue to Perley Street), as well as Concord Street (South Main to South State Street) in October 2018, in accordance with the Strategic Parking Plan. Meters were not installed on Dixon Avenue due to the Granite Center Redevelopment Project. Mechanical meters, in lieu of smart meters, were installed due to the ongoing smart meter trial with two vendors, which is due to be completed in July 2019.

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.
9-Month Status: This project is ongoing. The study area has been subdivided into four separate zones. The Parking Committee has completed its review of Zone 3 (UNH School of Law/White Park Neighborhood) and ordinances have been set for public hearing on May 13, 2019. The initial public forum for Zone 2 (City Hall Neighborhood) occurred on February 4, 2019. Work on Zones 1 and 4 will follow once efforts in Zone 2 are completed.
- b) Parking Bans: Work with the Parking Committee to examine alternative methods of informing the public about parking bans.
9-Month Status: This review is ongoing. Currently, the public may subscribe for notifications through the City's "Notify Me" page on the City's website. The City also publishes closures through local media outlets, as well as City social media accounts and websites. The FY 2020-2029 Capital Improvement Program includes a project for the installation of parking beacons to notify the public of winter parking bans (Project #597 in FY 2023 for \$150,000).

Parking Fund

2019 Goals Status (continued)

- 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.
9-Month Status: This goal was achieved by passage of Ordinance #3023 on October 9, 2018, which amended City Code of Ordinances 18-3-18 relative to parking encumbrances for downtown street festivals, as well as development projects, construction activities, and utility work. Currently, the Engineering Division of the Community Development Department is working to revise the City's Street Encumbrance Permit application to include a section about parking closures for ease of the public, as well as to ensure consistent and routine application of this ordinance.

4. State Parking:

- a) Continue to examine the practice of bagging parking meters for the Legislature in accordance with City Ordinance 18-1-17.
9-Month Status: Ordinance 18-1-17 permits bagging of meters specifically for handicapped members of the Legislature. Approximately 50 meters are bagged daily free of charge to the State during the Legislative Session annually. This practice is problematic as: 1) it is challenging to enforce this ordinance as the Legislature recently adopted rules which exempted itself for using State issued license plates, 2) use of these spaces by the Legislature is sporadic and inefficient, thus depriving the public access to prime downtown parking spaces, and 3) providing these spaces free of charge deprives the City of critical parking revenues, thus resulting in higher meter and permit rates as paid by the general public. Although the State purchases approximately \$55,000 worth of parking cards from the City for its downtown employees, the State has never compensated the City for these 50 on-street spaces.

Related to this goal, in February 2019, the State secured 21 parking permits for the State Street Parking Garage and is paying the full market rate of \$113.75/month for said spaces.

In March 2018, the State secured a parking encumbrance permit for six parking spaces in the City's Auditorium Parking Lot for the period of March 11—June 28, 2019. The purpose of these spaces is to make up several on-street "bagged" spaces which were closed to facilitate the State's steam project. The State is paying the required rate of \$15/parking space/day for a total cost of \$7,200.

Recently, the Legislature renewed its interest in the potential development of a new 500+/- space parking garage at either the Department of Justice or other property on Storrs Street to provide dedicated parking for the House and Senate. Originally conceived in 2008, it is unclear when, or if, construction of this potential new parking garage will move forward.

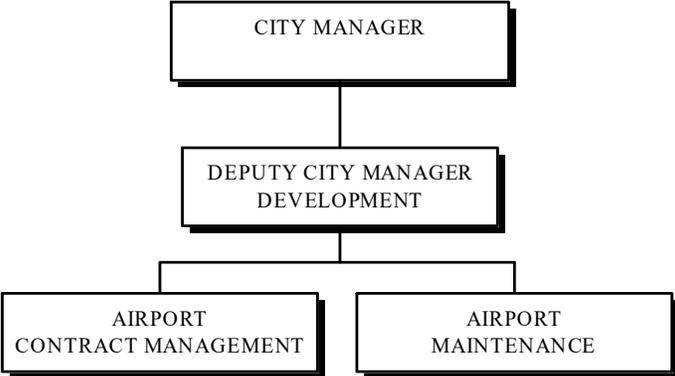
- b) Begin to enforce meter fees and time limits for all non-Concord governmental vehicles which are not otherwise exempted by City Ordinance.
9-Month Status: This remains an ongoing recommendation. Currently, City Ordinance only exempts police and fire vehicles from other governmental subdivisions from paying for parking in Concord. However, there is no State Law or City Ordinances that exempts State or other non-Concord governmental vehicles from paying for parking. As part of this effort, the City and State could explore blanket payment for state vehicle on-street parking, which might ease administrative burdens for all parties. In addition, the City Council may wish to consider repealing the current exemption for non-Concord fire and police vehicles.
- 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.
9-Month Status: There are six on-street parking spaces currently reserved for the Governor and certain leadership positions in the Legislature. These do not exist by Ordinance. This recommendation is going.

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

<u>Fund Summary</u>	2019 Budgeted	2019 Estimated	2020 Budget
Revenue	\$365,199	\$358,713	\$362,378
Expense	\$445,908	\$425,332	\$444,765
Net Income (Loss)		(\$66,619)	(\$82,387)
Beginning Working Capital		\$519,402	\$452,783
Ending Working Capital		\$452,783	\$370,396

Reserve

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

<u>Budget Detail</u>	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
Airport Operators Grant	\$1,355	\$1,324	\$1,300	\$1,380	\$1,350
Fuel Flow Mark-up	\$30,740	\$30,288	\$41,035	\$30,000	\$30,000
Investment Income	\$2,863	\$6,720	\$3,500	\$6,950	\$6,200
Building Lease or Rental	\$309,961	\$316,001	\$319,364	\$319,364	\$324,828
Insurance Distributions & Credits	\$0	\$0	\$0	\$1,019	\$0
Total Revenue	\$344,919	\$354,333	\$365,199	\$358,713	\$362,378
Expense					
Compensation	\$83,699	\$65,203	\$82,559	\$66,660	\$84,363
Fringe Benefits	\$35,963	\$34,001	\$40,117	\$37,280	\$39,015
Outside Services	\$54,349	\$58,239	\$73,714	\$73,284	\$62,834
Supplies	\$16,622	\$24,477	\$42,993	\$42,993	\$43,955
Utilities	\$21,391	\$23,590	\$23,560	\$23,270	\$23,250
Insurance	\$6,529	\$6,618	\$6,165	\$6,160	\$5,919
Debt Service	\$33,847	\$33,640	\$32,840	\$32,840	\$53,500
Miscellaneous	\$44,818	\$45,835	\$46,600	\$45,485	\$46,395
Transfer Out	\$49,661	\$81,555	\$97,360	\$97,360	\$85,534
Total Expense	\$346,878	\$373,157	\$445,908	\$425,332	\$444,765

Airport

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Number of Based Planes	87	88	95	95

2020 Goals

1. Complete taxiway A rehabilitation.
2. Complete terminal study.
3. Pending Council approval, make improvements to Hangar 3 ceiling and drainage.

2019 Goals Status

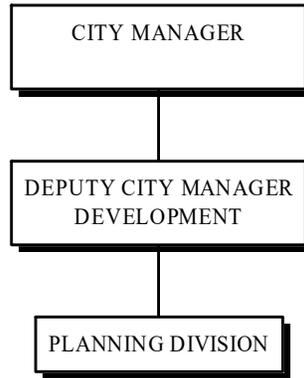
1. Construct Phase 1 of Taxiway A rehabilitation.
9-Month Status: Construction is anticipated to begin in late April 2019 and conclude in the summer.
2. Conduct the Terminal Area Study.
9-Month Status: Jacobs Consulting has scoped this project. Pending grant funding, project should begin in FY 2020.

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

<u>Fund Summary</u>	2019 Budgeted	2019 Estimated	2020 Budget
Revenue	\$123,687	\$86,187	\$106,491
Expense	\$123,687	\$115,187	\$106,491
Net Income (Loss)		(\$29,000)	\$0
Beginning Working Capital		\$49,952	\$20,952
Use of Fund Balance		\$29,000	\$20,000
Ending Working Capital		\$20,952	\$952

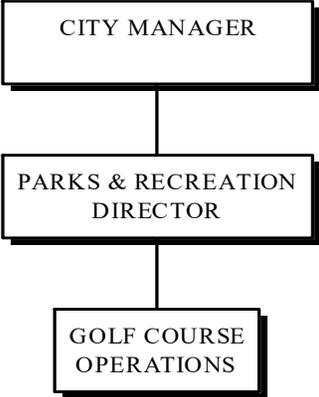
<u>Budget Detail</u>	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
Land Lease or Rental	\$82,108	\$62,676	\$69,100	\$69,100	\$69,100
Budgetary Use of Fund Balance	\$0	\$0	\$29,000	\$0	\$20,000
Transfer In-Trust/Conservation	\$0	\$0	\$25,587	\$17,087	\$17,391
Total Revenue	\$82,108	\$62,676	\$123,687	\$86,187	\$106,491
Expense					
Compensation	\$2,026	\$4,738	\$4,973	\$5,030	\$5,227
Fringe Benefits	\$676	\$1,613	\$1,714	\$1,750	\$1,764
Outside Services	\$36,038	\$25,138	\$65,000	\$56,407	\$56,500
Supplies	\$14,098	\$10,597	\$23,000	\$23,000	\$23,000
Transfer Out	\$48,800	\$45,000	\$29,000	\$29,000	\$20,000
Total Expense	\$101,638	\$87,086	\$123,687	\$115,187	\$106,491

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

<u>Fund Summary</u>	2019 Budgeted	2019 Estimated	2020 Budget
Revenue	\$1,070,799	\$1,016,000	\$1,092,044
Expense	\$1,121,074	\$1,132,510	\$1,092,044
Net Income (Loss)		(\$116,510)	\$0
Beginning Working Capital		\$10,765	(\$105,745)
Ending Working Capital		(\$105,745)	(\$105,745)

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

<u>Budget Detail</u>	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
Interest Costs and Penalties	\$11	\$510	\$0	\$270	\$0
Camps	\$19,970	\$19,239	\$26,324	\$22,110	\$30,489
Seasonal Passes	\$187,962	\$189,854	\$225,225	\$200,000	\$205,400
Daily Fees	\$332,162	\$344,041	\$350,000	\$325,110	\$330,000
Cart Rental	\$144,457	\$149,546	\$155,000	\$152,760	\$156,400
Handicapping	\$5,590	\$6,934	\$6,000	\$7,000	\$7,000
Driving Range	\$46,138	\$51,326	\$55,000	\$47,000	\$50,004
League & Tournament Fees	\$12,978	\$23,593	\$10,000	\$20,000	\$20,000
Golf Simulator Revenue	\$64,357	\$63,006	\$65,000	\$74,950	\$75,000
Pro Shop Sales	\$132,128	\$109,182	\$125,000	\$115,010	\$115,000
Pro Shop Sales-Rentals & Other	\$819	\$604	\$1,000	\$3,080	\$7,000
Investment Income	\$108	\$250	\$250	\$10	\$0
Insurance Distributions & Credits	\$0	\$0	\$0	\$3,180	\$0
Concession Income	\$33,833	\$35,500	\$42,000	\$42,000	\$42,000
Miscellaneous	\$1,574	\$564	\$0	\$20	\$0
Advertising Revenue	\$0	\$0	\$10,000	\$3,500	\$3,500
Transfer In-General Fund	\$19,760	\$48,000	\$0	\$0	\$50,251
Total Revenue	\$1,001,847	\$1,042,149	\$1,070,799	\$1,016,000	\$1,092,044
Expense					
Compensation	\$399,392	\$422,872	\$424,294	\$423,040	\$441,052
Fringe Benefits	\$154,292	\$161,837	\$171,404	\$170,300	\$172,869
Outside Services	\$97,139	\$121,700	\$100,690	\$105,280	\$117,003
Supplies	\$217,955	\$209,911	\$198,216	\$213,570	\$216,280
Utilities	\$56,820	\$41,833	\$47,140	\$40,990	\$42,690
Insurance	\$3,360	\$4,190	\$4,150	\$4,150	\$3,950
Debt Service	\$88,598	\$75,565	\$95,530	\$95,530	\$94,900
Miscellaneous	\$729	\$1,514	\$0	\$0	\$0
Transfer Out	\$7,500	\$3,000	\$79,650	\$79,650	\$3,300
Total Expense	\$1,025,786	\$1,042,421	\$1,121,074	\$1,132,510	\$1,092,044

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 70.2% of the Fund's revenue. Pro Shop Sales are the next largest revenue stream at approximately 11.1%.

Golf Course Fund

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Number of Season Memberships	192	219	209	209
2. Number of rounds played	25,000	19,300	19,000	19,500
3. Number of unique web site visitors	53,694	69,814	84,000	90,000

2020 Goals

1. Reestablish holding capacity of irrigation pond to 1993 capacity to lessen reliance on purchase of City water.
2. Rent event tent for two non-golf events and rent 600 seats as part of golf outings.
3. Monitor and adjust dynamic pricing model for green fees using Point of Sale (POS) system to maximize green fee revenue and tee time inventory.
4. Increase Season Memberships to 225.
5. Continue to enhance the use of the facility as a year round destination.

2019 Goals Status

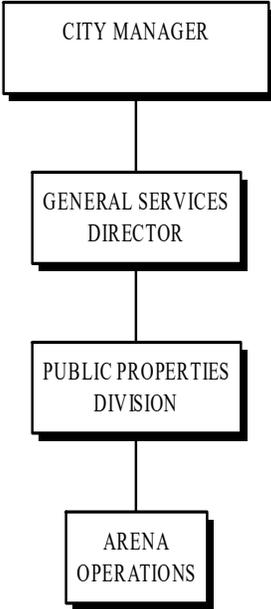
1. Increase overall membership by 4% and green fee play by 5%.
9-Month Status: Membership sales for 2019 are just beginning. The golf course had a strong response to the fall season pre-buy program. Green fees are currently running 9% behind FY 2018, due to an unusually wet summer and fall.
2. Continue to expand the use of the facility as a year-round destination.
9-Month Status: The skating pond saw increased use and was considered for use for the Black Ice Pond Hockey Tournament. The Concord entry in the Bill Koch Youth Ski League adopted Beaver Meadow as it's home course and, in conjunction with the Concord High School cross country ski team, hosted a home race at the course. Golf simulator use is up by 20%. Beaver Meadow also hosted an all-day dart tournament and was part of the rotation in the local dart league.
3. Increase off-season (non-winter) use of the golf simulator.
9-Month Status: Simulator revenue is up \$2,399 for July to November 2018 (FY 2019) over same period in FY 2018.
4. Increase Junior and Young Adult membership by 25%.
9-Month Status: Membership sales are just beginning for FY 2019. CY 2018 memberships for the two categories were up 69% from the 2017 season. There were an additional 29 members, resulting in \$19,850 revenue in these membership categories.

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

<u>Fund Summary</u>	2019 Budgeted	2019 Estimated	2020 Budget
Revenue	\$614,995	\$660,925	\$666,200
Expense	\$677,912	\$656,315	\$647,896
Net Income (Loss)		\$4,610	\$18,304
Beginning Working Capital		\$263,080	\$267,690
Ending Working Capital		\$267,690	\$285,994

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

<u>Budget Detail</u>	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Pro Shop Sales	\$0	\$0	\$19,525	\$34,000	\$33,000
Investment Income	\$1,366	\$2,473	\$400	\$3,200	\$3,200
Facility Lease or Rental	\$74,217	\$83,499	\$69,570	\$69,400	\$70,000
Ice Rental	\$430,894	\$443,913	\$440,000	\$466,700	\$470,000
Parking Rental	\$0	\$340	\$0	\$0	\$0
Finance Charges	\$498	\$263	\$250	\$250	\$250
Insurance Distributions & Credits	\$2,750	\$0	\$0	\$0	\$0
Concession Income	\$52,488	\$57,138	\$55,000	\$57,500	\$58,500
Miscellaneous	\$1,285	\$11,942	\$250	\$300	\$250
Advertising Revenue	\$32,500	\$29,880	\$30,000	\$29,575	\$31,000
Total Revenue	\$595,997	\$629,449	\$614,995	\$660,925	\$666,200
Expense					
Compensation	\$199,852	\$208,458	\$227,117	\$219,124	\$234,422
Fringe Benefits	\$79,844	\$83,346	\$102,065	\$93,430	\$93,197
Outside Services	\$31,234	\$28,906	\$29,919	\$32,080	\$38,551
Supplies	\$42,339	\$42,397	\$45,949	\$49,469	\$45,949
Utilities	\$79,238	\$77,335	\$85,499	\$75,340	\$76,780
Capital Outlay	\$0	\$0	\$0	\$0	\$15,800
Insurance	\$7,088	\$7,727	\$7,900	\$7,409	\$7,210
Debt Service	\$52,692	\$55,010	\$74,450	\$74,450	\$65,700
Transfer Out	\$70,640	\$85,587	\$105,013	\$105,013	\$70,287
Total Expense	\$562,926	\$588,765	\$677,912	\$656,315	\$647,896

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>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Total Ice Rental Hours	1,523	1,587	1,590	1,590
2. Show Rental Revenue	\$39,769	\$44,965	\$43,450	\$43,890
3. Public Ice Skating Attendance	8,435	8,435	9,816	9,900
4. Recreational Hockey Stick/Puck Attendance	802	820	870	875

2020 GOALS

1. Develop additional revenue through expansion of the roller skating program and Pro Shop Operation. Explore other outside activities for summer park rentals, such as the Brew Fest.
2. 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.
3. Explore energy saving measures including solar options.

2019 GOALS STATUS

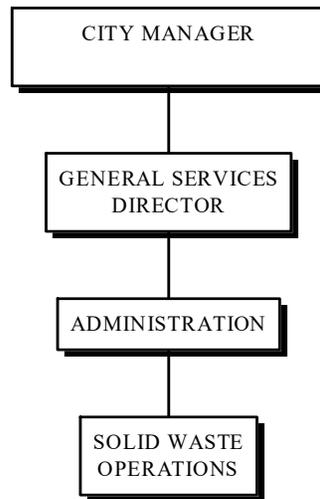
1. Continue to develop additional revenue sources, such as further development of the roller skating program, and research other dry floor activities, such as a street hockey league. Recruit other outside activities for summer park rentals, such as the Brew Fest. Bring the Pro Shop operation in house versus operation by an outside vendor.
9-Month Status: The Arena expanded its Roller Skating program in FY 2019 by increasing the number of private party rentals from the previous year. The Arena began operation of the Pro Shop in September 2018, improving customer service and revenue.
2. Explore other energy saving measures, such as possible solar options.
9-Month Status: Ongoing.
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.
9-Month Status: The Arena Advisory Committee and Public Properties staff completed a space study for a new arena entrance and reallocation of existing space. The conceptual plan was unanimously endorsed by the Parks & Recreation Advisory Committee at a joint advisory meeting in March.

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

<u>Fund Summary</u>	2019 Budgeted	2019 Estimated	2020 Budget
Revenue	\$4,411,584	\$4,265,394	\$4,458,581
Expense	\$4,396,698	\$4,195,969	\$4,539,339
Net Income (Loss)		\$69,425	(\$80,758)
Beginning Working Capital		\$1,439,605	\$1,509,030
Ending Working Capital		\$1,509,030	\$1,428,272

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

<u>Budget Detail</u>	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Waste Haulers Permit	\$600	\$1,100	\$700	\$700	\$700
Household Waste	\$6,395	\$5,585	\$5,116	\$5,116	\$5,116
School District Payments	\$65,025	\$65,025	\$65,025	\$65,025	\$65,025
Commercial Disposal	\$1,124,643	\$1,174,552	\$1,389,685	\$1,174,100	\$1,372,167
DTSWRD-Dwntwn Sol Waste Rem Ds	\$235,102	\$253,722	\$250,650	\$250,650	\$265,270
Contaminated Loads	\$126	\$149	\$500	\$500	\$500
PAYT Bags	\$1,107,100	\$1,173,013	\$1,149,045	\$1,246,176	\$1,172,025
PAYT Containers	\$371,396	\$369,735	\$371,000	\$371,000	\$389,200
Cart Collection Program	\$17,430	\$18,130	\$18,240	\$18,240	\$15,600
Motor Vehicle Waste Disposal	\$95,444	\$97,300	\$94,000	\$96,000	\$95,000
Finance Charges	\$3,216	\$2,374	\$1,200	\$7,100	\$1,200
Insurance Distributions & Credits	\$0	\$0	\$0	\$1,864	\$0
Miscellaneous	\$602,122	\$56,030	\$720	\$720	\$300
Budgetary Use of Fund Balance	\$0	\$0	\$37,500	\$0	\$0
Transfer In-General Fund	\$990,130	\$1,053,684	\$1,013,313	\$1,013,313	\$1,061,588
Transfer In-Golf Fund	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Transfer In-Arena Fund	\$3,790	\$3,790	\$3,790	\$3,790	\$3,790
Transfer In-Water Fund	\$4,350	\$4,350	\$4,350	\$4,350	\$4,350
Transfer In-Wastewater Fund	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750
Total Revenue	\$4,633,620	\$4,285,287	\$4,411,584	\$4,265,394	\$4,458,581
Expense					
Compensation	\$203,979	\$183,770	\$162,764	\$163,075	\$167,651
Fringe Benefits	\$99,679	\$92,579	\$78,376	\$74,809	\$75,893
Outside Services	\$3,559,127	\$3,712,750	\$4,106,938	\$3,908,535	\$4,256,995
Utilities	\$6,501	\$7,194	\$6,880	\$7,800	\$7,700
Insurance	\$0	\$0	\$0	\$0	\$80
Debt Service	\$29,302	\$28,722	\$28,140	\$28,150	\$27,420
Transfer Out	\$13,600	\$13,600	\$13,600	\$13,600	\$3,600
Total Expense	\$3,912,189	\$4,038,615	\$4,396,698	\$4,195,969	\$4,539,339

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>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Number of Tons Diverted from Traditional Disposal	6,175	5,930	6,000	5,750
2. Percentage of Citizen Request Tracker Items Resolved	99%	99%	99%	99%
3. Number of Households Services During Annual Household Hazardous Waste Collection	627	596	600	625

2020 Goals

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
2. 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. Monitor the decline of global recycling markets.

2019 Goals Status

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
9-Month Status: City staff has been working diligently with Casella to address contamination in the recycling stream. In the curbside collection program, the City has rolled out an education campaign to coincide with increased enforcement efforts at the curb by the solid waste collection contractor. In the Downtown Solid Waste Management District, significant contamination issues have been addressed by installing new “slotted” lids on the recycling dumpsters designed to prevent 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.
9-Month Status: Staff timely resolves any solid waste related issues, including missed collection calls.
3. Increase promotion of the City’s Blue Bag litter control program.
9-Month Status: GSD is releasing an updated Blue Bag outreach effort coinciding with spring clean up efforts.
4. Investigate a Bagged Leaf Collection Program per Council request.
9-Month Status: In the fall of 2018, the Department implemented a Bagged Fall Leaf Collection program, developed by the Solid Waste Advisory Committee and approved by City Council, that coincided with the Bulk Fall Leaf Collection program; giving residents options for leaf collection.

Enterprise Funds

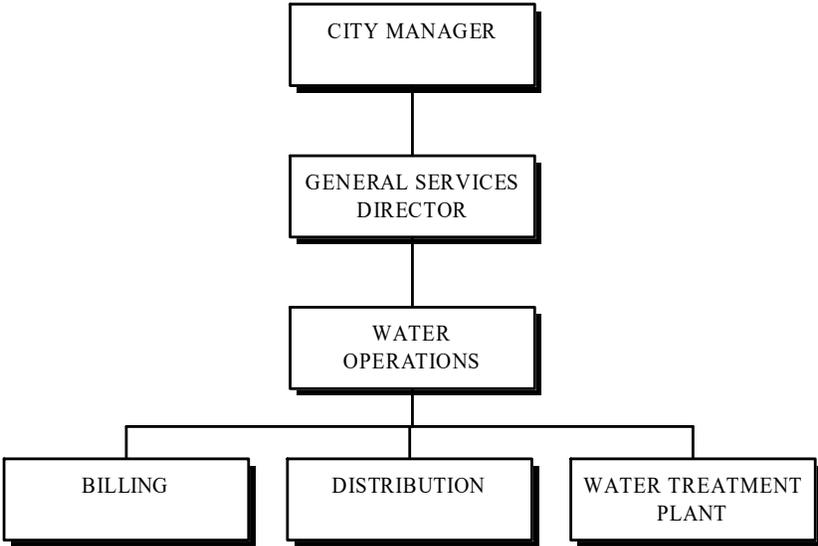
	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
Water	\$6,346,712	\$6,265,362	\$6,295,160	\$6,225,678	\$6,288,400
Wastewater	\$7,595,089	\$7,511,157	\$7,502,760	\$7,084,581	\$7,700,513
Sub Total	\$13,941,801	\$13,776,518	\$13,797,920	\$13,310,259	\$13,988,913
Expense					
Water	\$5,895,050	\$5,956,541	\$6,422,623	\$6,344,724	\$6,344,245
Wastewater	\$7,271,696	\$7,696,592	\$8,264,461	\$8,182,573	\$8,589,632
Sub Total	\$13,166,747	\$13,653,133	\$14,687,084	\$14,527,297	\$14,933,877

Water Fund

Mission

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

WATER 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

<u>Fund Summary</u>	2019 Budgeted	2019 Estimated	2020 Budget
Revenue	\$6,295,160	\$6,225,678	\$6,288,400
Expense	\$6,422,623	\$6,344,724	\$6,344,245
Net Income (Loss)		(\$119,046)	(\$55,845)
Beginning Working Capital		\$3,765,385	\$3,646,339
Ending Working Capital		\$3,646,339	\$3,590,494

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 0% rate increase is proposed for FY 2019.

Water Fund

<u>Budget Detail</u>	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
Interest Costs and Penalties	\$25,561	\$25,033	\$27,500	\$27,500	\$27,500
Testing Services	\$2,252	\$3,166	\$2,500	\$4,000	\$2,500
Commercial Sales	\$4,713,609	\$4,631,562	\$4,764,850	\$4,616,200	\$4,719,660
Private Fire Service	\$110,611	\$118,720	\$110,000	\$110,000	\$110,000
Water Availability	\$1,165,895	\$1,176,705	\$1,170,000	\$1,170,000	\$1,170,000
Sundry Services	\$24,676	\$23,896	\$15,000	\$15,000	\$15,000
Labor Services-Water	\$10,452	\$11,673	\$10,000	\$10,000	\$2,500
Misc. Recollectible	\$2,220	\$6,655	\$2,500	\$2,500	\$2,500
Cross Connection	\$66,244	\$128,717	\$75,000	\$100,000	\$100,000
Investment Income	\$32,600	\$74,109	\$55,000	\$76,000	\$76,000
Finance Charges	\$42	\$338	\$150	\$470	\$300
Insurance Distributions & Credits	\$0	\$0	\$0	\$10,898	\$0
Investment Fee	\$138,897	\$17,785	\$20,000	\$30,000	\$20,000
NHRS subsidy for Retiree Health Ins	\$29,429	\$30,449	\$30,570	\$28,210	\$27,780
Retiree share of Health Ins	\$11,687	\$13,745	\$9,590	\$10,700	\$12,160
Sale of Surplus Property	\$4,762	\$540	\$0	\$11,700	\$0
Miscellaneous	\$7,775	\$2,269	\$2,500	\$2,500	\$2,500
Total Revenue	\$6,346,712	\$6,265,362	\$6,295,160	\$6,225,678	\$6,288,400
Expense					
Compensation	\$1,167,999	\$1,184,821	\$1,253,163	\$1,203,570	\$1,267,693
Fringe Benefits	\$655,186	\$693,117	\$777,401	\$749,091	\$782,769
Outside Services	\$115,080	\$120,253	\$158,872	\$158,492	\$157,234
Supplies	\$332,931	\$419,740	\$442,602	\$457,632	\$461,232
Utilities	\$289,851	\$244,533	\$258,560	\$247,550	\$247,810
Insurance	\$47,837	\$48,110	\$47,420	\$47,440	\$40,000
Capital Outlay	\$50,820	\$54,661	\$119,000	\$119,500	\$119,000
Debt Service	\$1,900,057	\$1,941,261	\$2,086,580	\$2,082,424	\$1,961,200
Miscellaneous	\$4,259	\$4,776	\$6,000	\$6,000	\$6,000
Transfer Out	\$1,373,479	\$1,245,269	\$1,273,025	\$1,273,025	\$1,301,307
(Gain) Loss on Refunding	(\$42,450)	\$0	\$0	\$0	\$0
Total Expense	\$5,895,050	\$5,956,541	\$6,422,623	\$6,344,724	\$6,344,245

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>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Residential Per Capita Gallons Used per Day	85	85	84	84
2. Percentage of Turbidity Readings Below 0.1 NTUs	98%	98%	99%	99%

2020 Goals

1. Complete formal application to AWWA Partnership for Safe Water in April of 2020.
2. Complete upgrade and installation of efficiency pumps at Pump Station 5 - Broad Cove Drive.
3. Maintain competitive rates with comparable communities in New Hampshire.
4. Implement the 2019 energy evaluation recommendations.

2019 Goals Status

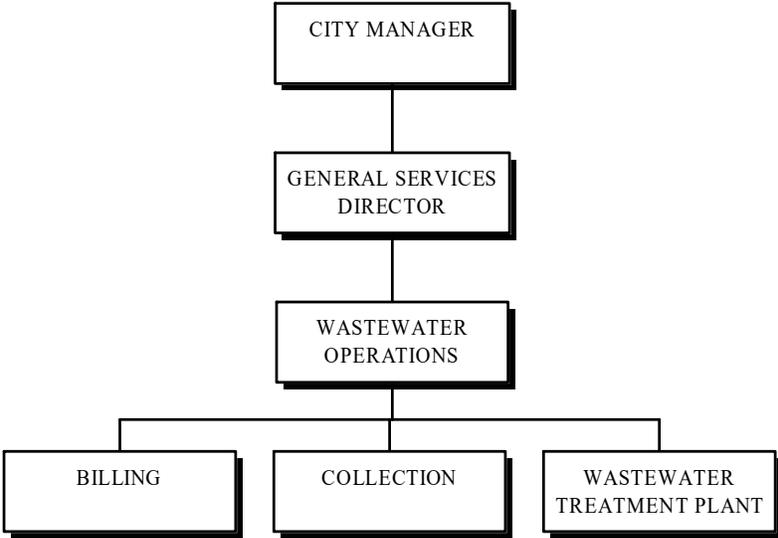
1. Continue the application process for Level 3 AWWA Partnership for safe water.
9-Month Status: Data collection continues with plant operations meeting all requirements for Phase 3 filing. Data collection through calendar year 2019 will allow for formal application in Spring of 2020.
2. Integrate Cyanobacteria Monitoring Program with EPA Region 1.
9-Month Status: Contact with EPA Region 1 has been completed. Participation in the program has been confirmed and data collection will start in June 2019.

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

<u>Fund Summary</u>	2019 Budgeted	2019 Estimated	2020 Budget
Revenue	\$7,502,760	\$7,084,581	\$7,700,513
Expense	\$8,264,461	\$8,182,573	\$8,589,632
Net Income (Loss)		(\$1,097,992)	(\$889,119)
Beginning Working Capital		\$4,356,419	\$3,446,041
Current Portion of State Grant		\$187,614	\$0
Ending Working Capital		\$3,446,041	\$2,556,922

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 7% rate increase is proposed for FY 2020.

Wastewater Fund

<u>Budget Detail</u>	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Interest Costs and Penalties	\$29,141	\$28,467	\$30,500	\$30,500	\$30,500
Misc Permits	\$1,575	\$1,125	\$1,500	\$1,500	\$1,500
Share of Debt Service	\$61,574	\$56,026	\$234,350	\$46,740	\$234,304
Testing Services	\$1,375	\$1,758	\$1,600	\$1,600	\$1,600
Sewer Service	\$6,662,555	\$6,454,216	\$6,521,960	\$6,262,434	\$6,738,979
Sewer Service-Boscawen	\$121,113	\$130,959	\$165,000	\$165,000	\$140,000
Sewer Service-Bow	\$70,815	\$81,280	\$60,000	\$60,000	\$78,000
Leachate Processing	\$288,961	\$449,259	\$250,000	\$200,000	\$200,000
Labor Services-Wastewater	\$674	\$10,937	\$1,500	\$1,500	\$1,500
Septage Processing	\$73,198	\$98,602	\$65,000	\$65,000	\$65,000
Sludge Disposal	\$25,317	\$20,837	\$20,000	\$20,000	\$20,000
Investment Income	\$42,340	\$84,921	\$66,000	\$104,000	\$104,000
Land Lease or Rental	\$3,400	\$3,587	\$4,190	\$4,190	\$4,190
Finance Charges	\$901	(\$140)	\$500	\$500	\$500
Insurance Distributions & Credits	\$0	\$0	\$0	\$12,207	\$0
Investment Fee	\$143,305	\$35,431	\$40,000	\$40,000	\$40,000
NHRS subsidy for Retiree Health Ins	\$29,429	\$30,450	\$30,570	\$28,210	\$27,780
Retiree share of Health Ins	\$11,687	\$13,745	\$9,590	\$10,700	\$12,160
Sale of Surplus Property	\$23,280	\$5,099	\$0	\$0	\$0
Miscellaneous	\$4,450	\$4,599	\$500	\$30,500	\$500
Total Revenue	\$7,595,089	\$7,511,157	\$7,502,760	\$7,084,581	\$7,700,513
Expense					
Compensation	\$1,343,276	\$1,401,806	\$1,470,572	\$1,373,020	\$1,518,303
Fringe Benefits	\$745,163	\$788,444	\$890,050	\$899,734	\$947,587
Outside Services	\$427,958	\$467,656	\$472,121	\$469,741	\$463,520
Supplies	\$394,504	\$422,440	\$474,059	\$475,889	\$489,969
Utilities	\$548,748	\$600,981	\$607,510	\$617,460	\$657,110
Insurance	\$69,553	\$69,640	\$63,930	\$63,960	\$62,310
Capital Outlay	\$112,350	\$53,488	\$58,000	\$58,000	\$58,000
Debt Service	\$2,388,366	\$2,633,191	\$2,859,410	\$2,855,960	\$3,048,000
Miscellaneous	\$1,571	\$0	\$0	\$0	\$0
Transfer Out	\$1,262,757	\$1,258,946	\$1,368,809	\$1,368,809	\$1,344,833
(Gain) Loss on Refunding	(\$22,550)	\$0	\$0	\$0	\$0
Total Expense	\$7,271,696	\$7,696,592	\$8,264,461	\$8,182,573	\$8,589,632

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>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Number of Wastewater Odor Complaints Addressed	2	2	2	2
2. Percentage of Class A Materials Produced	97.4%	96.5%	97%	98%
3. Percentage of Class B Materials Produced	1.4%	1.3%	2%	2%
4. Unclassified Material	1.2%	2.2%	1%	0%

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

2020 Goals

1. Meet the community’s expectation for odor control.
2. Maintain competitive rates with comparable communities in New Hampshire.
3. Be a leader in bio-solids management.
4. Implement energy savings initiatives outlined in the FY 2020 Capital Improvement Plan to reduce electrical usage at the Hall Street Wastewater Treatment Plant by 10% by 2021.

2019 Goals Status

1. Meet the community’s expectation for odor control.
9-Month Status: The division continues to concentrate on maintaining the City’s odor control systems, receiving only two odor complaints through the third quarter of FY 2019.
2. Maintain competitive rates with comparable communities in New Hampshire.
9-Month Status: The division continues to manage the operation and capital budgets conservatively and does not anticipate any issues with budgeting in FY 2019.
3. Continue to be a leader in bio-solids management.
9-Month Status: The City continues to be a leader in the management of municipal bio-solids and anticipates recycling approximately 97% for solids material to beneficial reuse.
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.
9-Month Status: The division has several energy efficiency projects anticipated to begin in the fourth quarter of FY 2019.

TIF Districts & CIP Summary

<u>Budget Summary</u>	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Capital Projects	\$17,483,308	\$13,283,674	\$13,721,908	\$13,721,908	\$16,239,557
N End Opportunity Corridor TIF	\$498,741	\$505,839	\$510,520	\$519,290	\$512,240
Sears Block TIF District	\$777,242	\$1,081,751	\$1,046,530	\$1,102,013	\$1,140,740
Penacook Village TIF District	\$58,558	\$60,328	\$60,595	\$60,687	\$60,825
Total Revenue	\$18,817,849	\$14,931,591	\$15,339,553	\$15,403,898	\$17,953,362
Expense					
Capital Projects	\$17,483,308	\$13,283,674	\$13,721,908	\$13,721,908	\$16,239,557
N End Opportunity Corridor TIF	\$199,916	\$204,105	\$244,280	\$229,300	\$236,733
Sears Block TIF District	\$885,088	\$961,556	\$1,005,005	\$1,005,011	\$1,085,245
Penacook Village TIF District	\$51,688	\$51,009	\$58,410	\$58,410	\$58,530
Total Expense	\$18,619,999	\$14,500,344	\$15,029,603	\$15,014,629	\$17,620,065

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 \$36,159,805 in infrastructure improvements within these Districts, of which \$17,993,000 were TIF funds and \$18,166,805 were supported by other funding sources. These investments have served as a catalyst for \$91,973,560 in new assessed value generated by several real estate development projects (FY 2020 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 \$7,796,000; all of which were TIF funds. To date, this investment has yielded \$50,831,500 in new private development (FY 2020 estimate). Presently, the NEOCTIF District encompasses approximately 67 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 Hotel Concord mixed use building and the Storrs Street Municipal Parking Garage. Since 2003, the City's total capital investment in the SBTIF District has been \$22,984,840, of which \$9,712,000 were TIF funds. To date, this investment has served as a catalyst for \$39,396,460 in new private development (FY 2020 estimate). This figure excludes properties located at 5-7 South State Street and 15 Pleasant Street, which are currently subject to RSA 79-E Community Revitalization Tax Relief abatements. 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. The City's total capital investment in the PVTIF District has been \$5,378,965, of which \$485,000 was directly supported by the TIF District. This estimate includes moneys expended by the City on the acquisition, cleanup, and redevelopment of the former Allied Leather Tannery and Amazon Realty sites prior to the establishment of the PVTIF in 2010. To date, the City's investment in TIF improvements has yielded \$1,745,600 in new private development (FY 2020 estimate). Presently, the PVTIF District encompasses approximately 47 acres.

TIF Districts & CIP Summary

<u>NEOCTIF Fund Summary</u>	2019 Budgeted	2019 Estimated	2020 Budget
Revenue	\$510,520	\$519,290	\$512,240
Expense	\$244,280	\$229,300	\$236,733
Net Income (Loss)		\$289,990	\$275,507
Beginning Working Capital		\$1,334,110	\$1,624,100
Ending Working Capital		\$1,624,100	\$1,899,607

<u>NEOCTIF Fund Detail</u>	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
Property Taxes-NEOCTIF	\$494,118	\$489,942	\$500,520	\$489,570	\$492,240
Investment Income	\$4,624	\$15,897	\$10,000	\$29,720	\$20,000
Total Revenue	\$498,741	\$505,839	\$510,520	\$519,290	\$512,240
Expense					
Outside Services	\$7,200	\$9,624	\$38,000	\$23,000	\$23,600
Debt Service	\$47,031	\$41,481	\$45,630	\$45,650	\$44,450
Transfer Out	\$145,685	\$153,000	\$160,650	\$160,650	\$168,683
Total Expense	\$199,916	\$204,105	\$244,280	\$229,300	\$236,733

TIF Districts & CIP Summary

North End Opportunity Corridor Tax Finance District

The FY 2020 projected total incremental assessed value of new development constructed within the NEOCTIF District is \$50,831,500.

In 2005, the City began to allocate 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 City's General Fund and other taxing authorities in FY 2005 was \$16,462,800. In FY 2020, the City will allocate \$33,712,272 of incremental assessed value created in the District, which represents 66% of total incremental assessed valuation, to support the City's General Fund and other taxing authorities. It is projected that the \$33,712,272 of allocated assessed value will yield approximately \$969,356 in revenues for the City's General Fund, as well as the other taxing authorities.

The remaining \$17,119,228 of incremental assessed value created in the NEOCTIF shall be retained to support the District's debt service and operating costs.

The NEOCTIF District was originally set to terminate at the end of FY 2019. However, this date was subsequently 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 set forth within the City's Capital Improvement Program (CIP Project #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 2020 Capital Improvement Program (CIP) contemplates appropriating \$650,000 for design and permitting of CIP #18 Storrs Street Extension North. However, these capital transfer dollars are asterisked in the CIP, meaning that the appropriation process for these funds will occur separately from the FY 2020 budget adoption process due to certain statutory requirements set forth within RSA 162-K (New Hampshire's Tax Increment Finance statute).

The FY 2020-2029 CIP also tentatively includes \$6,650,000 in CIP #18 in FY 2021 for construction of the new roadway and related improvements to be supported by the funds generated by the TIF District. Water and sewer improvements associated with the new roadway would be financed by the Water and Sewer funds in FY 2021, as set forth in CIP #86 (water main construction, \$575,000) and CIP #91 (sewer mains rehabilitation and construction, \$450,000). In addition, potential improvements associated with the Storrs Street / North Main Street intersection, which is located outside of the NEOCTIF District, are also programmed in FY 2021 in CIP #34 (\$400,000).

Timing of the construction of CIP #18 remains subject to the determination of a final preferred design concept for the I-93 Bow/Concord Widening Project by the State of New Hampshire, as well as ongoing negotiations with Pan Am Railways and the State of New Hampshire regarding modifications to railroads associated with the Storrs Street North project.

TIF Districts & CIP Summary

<u>SBTIF Fund Summary</u>	2019 Budgeted	2019 Estimated	2020 Budget
Revenue	\$1,046,530	\$1,102,013	\$1,140,740
Expense	\$1,005,005	\$1,005,011	\$1,085,245
Net Income (Loss)		\$97,002	\$55,495
Beginning Working Capital		\$220,387	\$317,389
Ending Working Capital		\$317,389	\$372,884

<u>SBTIF Fund Detail</u>	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
Property Taxes-Sears Block TIF	\$776,610	\$1,079,800	\$1,046,330	\$1,096,398	\$1,132,740
Investment Income	\$632	\$1,951	\$200	\$5,615	\$8,000
Total Revenue	\$777,242	\$1,081,751	\$1,046,530	\$1,102,013	\$1,140,740
Expense					
Outside Services	\$2,800	\$1,904	\$16,000	\$16,000	\$24,150
Debt Service	\$263,561	\$284,640	\$295,370	\$295,376	\$374,660
Transfer Out	\$618,727	\$675,012	\$693,635	\$693,635	\$686,435
Total Expense	\$885,088	\$961,556	\$1,005,005	\$1,005,011	\$1,085,245

TIF Districts & CIP Summary

Sears Block Tax Finance District

The FY 2020 projected total incremental assessed value of new development constructed within the Sears Block TIF (SBTIF) District is \$39,396,460.

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 which has been constructed since its establishment in 2003, but excludes those properties currently receiving RSA 79-E Community Revitalization Tax Relief Incentives. Such properties include 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 \$22,984,840 for infrastructure improvements and other investments within the District. Of this total, \$9,712,000 were TIF funds, and \$13,272,840 were from other funding sources.

Infrastructure investments within the SBTIF District include construction of the Storrs Street Parking Garage and related improvements, the Main Street Complete Streets Project, installation of underground utilities on South Main Street, as well as acquisition of the former NH Employment Security property at 32 South Main Street.

The FY 2020 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/Storrs Street Parking Garage project, and 2) transferring debt service costs traditionally supported by the General Fund and Parking Fund for the Storrs Street Parking Garage Project to the SBTIF.

Specifically, in FY 2020, the SBTIF will transfer \$461,291 to the General Fund, as follows:

- 1) \$22,754 in Administrative Fees associated with management and administration of the SBTIF District;
- 2) \$179,993 to support debt service payments associated with those portions of the Main Street Project (CIP #460) which are located within the SBTIF. This figure excludes debt service associated with burying aerial utilities on South Main Street, as those debt costs are paid from the SBTIF District directly;
- 3) \$38,712 to support cleaning and maintenance operations carried out by the Downtown Services Team within the SBTIF District, as initiated in FY 2017. Approximately 53% of the Main Street Complete Streets Project is located within the SBTIF; therefore, financial support, to the extent the TIF can afford to make such investments, is appropriate.
- 4) \$219,832 for current and past debt service associated with the \$2,281,500 General Fund supported bond issued for the Capital Commons/Storrs Street Parking Garage Project in 2007.

The SBTIF will also transfer \$225,144 to the Parking Fund in FY 2020. 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/Storrs Street Parking Garage Project in 2005 and 2007. This amount will be \$216,586 in FY 2020.

The cost of maintaining landscaping and plazas at the Storrs Street 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. This date was subsequently extended to FY 2039 due to 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. 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

<u>PVTIF Fund Summary</u>	2019 Budgeted	2019 Estimated	2020 Budget
Revenue	\$60,595	\$60,687	\$60,825
Expense	\$58,410	\$58,410	\$58,530
Net Income (Loss)		\$2,277	\$2,295
Beginning Working Capital		\$93,320	\$95,597
Ending Working Capital		\$95,597	\$97,892

<u>PVTIF Fund Detail</u>	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
Revenue					
Property Taxes-Penacook TIF	\$58,198	\$59,211	\$60,395	\$58,652	\$59,825
Investment Income	\$360	\$1,117	\$200	\$2,035	\$1,000
Total Revenue	\$58,558	\$60,328	\$60,595	\$60,687	\$60,825
Expense					
Outside Services	\$9,920	\$9,406	\$17,050	\$17,050	\$17,580
Debt Service	\$35,077	\$34,577	\$33,980	\$33,980	\$33,200
Transfer Out	\$6,690	\$7,025	\$7,380	\$7,380	\$7,750
Total Expense	\$51,688	\$51,009	\$58,410	\$58,410	\$58,530

TIF Districts & CIP Summary

Penacook Village Tax Increment Finance District

The FY 2020 projected total incremental assessed value of new real estate development within the Penacook Village TIF (PVTIF) District 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.

The City's total capital investment in the PVTIF District has been \$5,378,965, of which \$485,000 was directly supported by the TIF District. This estimate includes monies expended by the City on the acquisition, cleanup, and redevelopment of the former Allied Leather Tannery and Amazon Realty sites prior to the establishment of the PVTIF in 2010.

The FY 2020-2029 Capital Improvement Program (CIP) includes \$50,000 of PVTIF supported funds in FY 2020 for CIP #567 Penacook Riverfront Parks to commence design of a new Riverfront Park at the residual portion of the former Allied Leather Tannery site located at 35 Canal Street, which is being retained by the City as part of the forthcoming Penacook Landing Redevelopment Project. However, these capital transfer dollars are asterisked in the CIP, meaning that the appropriation process for these funds will occur separately from the FY 2020 budget adoption process due to certain statutory requirements set forth within RSA 162-K (New Hampshire's Tax Increment Finance statute).

Construction of the new Riverfront Park is tentatively programmed in FY 2022 in the amount of \$900,000 and is subject to completion of Phase I and II of the Penacook Landing Redevelopment Project by the Caleb Development Corporation. Phase I of that project is scheduled to begin construction in September 2019. Both phases combined, the Penacook Landing Project is projected to create approximately \$3,000,000 of incremental assessed value upon completion.

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, as well as design and construction of the new Riverfront Park as contemplated in CIP #567.

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 2020 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 2021 – 2029) 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 B of the budget book. Since every budget does not have a non-recurring project, the PCRs in appendix B 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.

TIF Districts & CIP Summary

The proposed CIP runs from FY 2020 to FY 2029 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 sources) 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. The table Appropriations by Funding Source that immediately follows this section contains the capital appropriation by funding source for this fiscal year's budget appropriation.

Selection and Prioritization of Capital Projects

In keeping with past practice, all capital projects proposed for FY 2020 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

Appropriations by Funding Source

	2020 Budget
Airport / G.O. Bonds	\$155,000
General / G.O. Bonds	\$4,167,500
Golf / G.O. Bonds	\$80,000
Parking / G.O. Bonds	\$1,735,000
Sewer / G.O. Bonds	\$1,167,500
Trans From Airport / Capital Transfer	\$12,500
Trans From General / Capital Transfer	\$454,250
Trans From Impact Fee Fund / Rec District 4	\$3,428
Trans From Impact Fee Fund / Traf District 1	\$107,000
Trans From Impact Fee Fund / Traf District 2	\$45,700
Trans From Impact Fee Fund / Traf District 3	\$40,000
Trans From Parking / Capital Transfer	\$6,000
Trans From Sewer / Capital Transfer	\$84,375
Trans From Trust / Highway Reserve	\$3,140,000
Trans From Water / Capital Transfer	\$194,375
Water / G.O. Bonds	\$4,410,000
Sub Total	\$15,802,628

Repurposing by Funding Source

General / Capital Close-out	\$48,088
Golf / Capital Close-out	\$8,137
Sewer / Capital Close-out	\$340,693
Water / Capital Close-out	\$40,011
Sub Total	\$436,929
Total	\$16,239,557

TIF Districts & CIP Summary

<u>Appropriations and Repurposing by Department</u>	2020 Budget
Finance Purchasing	
130 Multi-Function Photocopy Machines	\$28,000
Sub Total	\$28,000
Information Technology	
2 Information Technology Hardware & Software Replacement	\$251,000
Sub Total	\$251,000
Police - Operations	
368 Police Department Communications Equipment	\$25,000
403 Parking Division Vehicle Replacement Program	\$45,000
433 School Street Parking Garage (Formerly Durgin Block)	\$255,000
521 Police Firearms Range Improvements	\$60,000
575 Police Vehicle & Equipment Replacement	\$260,000
595 Parking Meters	\$351,000
610 Police Radio and Phone Line Recorder System	\$50,000
Sub Total	\$1,046,000
Fire	
4 Fire Department Vehicle Replacement	\$105,579
230 Opticom Replacement	\$15,000
305 Fire Department Communications Equipment	\$265,801
561 Fire Alarm Infrastructure Replacement	\$135,000
573 Fire Department Personnel Protective Equipment	\$25,000
Sub Total	\$546,380
City Manager /Operation	
432 North State Street Parking Garage (Formerly Firehouse Block)	\$30,000
529 Storrs Street Parking Garage (Formerly Capital Commons)	\$1,060,000
Sub Total	\$1,090,000
GS-Highway / Utilities	
78 Annual Highway Improvement Program	\$3,050,000
121 Vehicle & Equipment Replacement Program	\$985,000
Sub Total	\$4,035,000

TIF Districts & CIP Summary

	2020 Budget
GS-Public Properties	
63 City Wide Recreation Facility Improvements	\$56,183
65 City Hall Renovations	\$179,981
75 General Airport Repairs	\$155,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	\$420,000
551 Library Maintenance	\$15,000
579 Downtown Squares	\$40,000
Sub Total	\$866,164
 GS-Sewer	
104 Hall Street Waste Water Treatment Plant Improvements	\$745,693
275 Sewer Pump Station Improvements	\$107,500
466 Penacook Waste Water Treatment Plant Improvements	\$360,000
Sub Total	\$1,213,193
 GS-Water	
88 Water Plant Improvements	\$4,280,011
124 Water System SCADA Improvements	\$30,000
244 Water Meter Replacement Program	\$100,000
Sub Total	\$4,410,011
 CD-Engineering Services	
30 Hoit Road / Whitney Road Intersection Signalization	\$100,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	\$12,500
83 Storm Water Improvements	\$300,000
91 Sewer Main Rehabilitation and Construction	\$50,000
283 Traffic Signals and Traffic Operations Improvements	\$20,000
297 Geographic Information Systems (GIS)	\$239,000
361 Hooksett Turnpike Bridge Replacement	\$20,000
380 Neighborhood Safety Improvements	\$40,000
498 Birchdale Road Bridge Replacement	\$20,000
502 Whitney Road Extension	\$52,700
518 Bridge and Dam Maintenance / Repairs	\$75,000
543 Merrimack River Greenway Trail Project	\$23,972
571 I-393/Horseshoe Pond Drainage Improvements	\$500,000
588 Loudon Road Bridge Improvement Project	\$270,000
603 Washington Street Bridge Replacement Project	\$220,000
Sub Total	\$1,943,172

TIF Districts & CIP Summary

	2020 Budget
Library	
68 Library	\$12,500
Sub Total	\$12,500
Rec-Grounds	
51 White Park	\$110,000
55 Rolfe Park	\$20,000
56 Rollins Park	\$105,000
235 Golf Course Grounds Improvements	\$310,000
359 Merrill Park	\$15,000
515 Golf Course Winter Recreation Improvements	\$30,000
528 Pocket Parks	\$30,000
530 Golf Course Equipment	\$88,137
557 Memorial Field	\$5,000
569 Parks and Cemeteries Small Turf Equipment	\$25,000
587 Cemetery Improvements	\$60,000
Sub Total	\$798,137
Total	\$16,239,557

TIF Districts & CIP Summary

Capital Improvement Program 2020-2029

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
252	Fire Station Improvements	Fire
275	Sewer Pump Station Improvements	GS-Sewer
283	Traffic Signals and Traffic Operations Improvements	CD-Engineering Services
297	Geographic Information Systems (GIS)	CD-Engineering Services
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
361	Hooksett Turnpike Bridge Replacement	CD-Engineering Services
368	Police Department Communications Equipment	Police - Operations
370	Police Department Ballistic Vest Replacement Program	Police - Operations
372	Water System Pump Station Improvements	GS-Water
375	Fire Department Boats	Fire
376	Fire Department Hose & Equipment Replacement	Fire
380	Neighborhood Safety Improvements	CD-Engineering Services
381	Landfill Closure and Maintenance	GS-Solid Waste
383	New Airport Terminal Building	CD-Engineering Services
403	Parking Division Vehicle Replacement Program	Police - Operations
410	Sewer Video Inspection Equipment	GS-Sewer
432	North State Street Parking Garage (Formerly Firehouse Block)	City Manager /Operation
433	School Street Parking Garage (Formerly Durgin Block)	Police - Operations
443	City-Wide Community Center	City Manager /Operation
447	Landfill Soil Vapor Extraction Systems	GS-Solid Waste
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
482	Water System Asset Management	GS-Water
484	Police Station Improvements	Police - Operations
492	Runway Protection Zone (RPZ) Obstruction Removal	CD-Engineering Services
498	Birchdale Road Bridge Replacement	CD-Engineering Services

TIF Districts & CIP Summary

Project #	Title	Department
502	Whitney Road Extension	CD-Engineering Services
505	South Main Street Corridor Improvements	CD-Engineering Services
506	Historical Surveys	CD-Community Planning
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
527	Fire Department EMS Equipment Replacement	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
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
587	Cemetery Improvements	Rec-Grounds
588	Loudon Road Bridge Improvement Project	CD-Engineering Services
589	Downtown Corridor Streetscape Improvement Project	CD-Engineering Services
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

TIF Districts & CIP Summary

Project #	Title	Department
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
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
615	Fiber Review and Replacement	Information Technology
616	Parking Division Technology	Police - Operations
618	Unmanned Aerial System (UAS)	Police - Operations
619	Airport Miscellaneous Repairs & Improvements	CD-Engineering Services

City of Concord, New Hampshire

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

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Base Value for Debt Limits (1)	\$ 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	\$ 4,224,516,413
Legal Debt Limits (% of Base Value)										
General - 1.75% thru 1998, 3% 1999 on (2)	\$ 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	\$ 126,735,492
Water - 10% (2)	\$ 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	\$ 422,451,641
Issued Debt at June 30										
Total Issued Debt at June 30	\$ 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	\$ 94,920,956
Less Water Fund	(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)	(15,950,744)
Less Sewer Fund (3)	(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)	(19,429,743)
Less Tax Increment Debt (3)	(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)	(5,981,400)
Less Landfill Debt (3)	(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	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	13,849,075
Less Golf Fund	-	-	(80,000)	(80,000)	(80,000)	(60,000)	(93,000)	(60,000)	(3,000)	(3,000)
Less Arena Fund	-	-	(475,000)	-	-	-	-	-	(76,500)	(3,000)
Less Solid Waste Fund	-	-	-	-	-	-	-	-	-	-
Less Water Fund	(1,130,500)	(697,000)	(175,000)	(150,000)	-	-	(136)	(36,500)	(136,500)	(36,500)
Less Sewer Fund (3)	(1,390,672)	(392,672)	(552,672)	(2,168,172)	-	-	-	(36,500)	(136,500)	(36,500)
Less Tax Increment Debt (3)	-	(285,000)	(285,000)	-	-	-	-	-	-	-
Total Debt Subject to general limit	\$ 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	\$ 67,329,144
Legal Debt Margin										
General	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	59,406,348
Water Fund	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	406,464,397
% of Legal Debt Limits Used										
General	26.6%	28.1%	29.1%	31.5%	32.3%	38.9%	38.4%	48.1%	53.6%	53.1%
Water Fund	2.7%	2.8%	3.1%	3.2%	3.3%	3.1%	3.3%	3.6%	4.0%	3.8%

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				
2018	\$ 58,354,719	\$ 36,566,237	\$ 94,920,956	\$ 2,206	7.15%	2.36%
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%

City of Concord, New Hampshire

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

Fiscal Year	Local Assessed Value (1)			Total Assessed Value	Less Exemptions to Assessed Value (1)	Total Taxable Assessed Value (1)	Total Direct Tax Rate per \$1,000 of Assessed Value	Estimated Full Value (2)	Ratio of Total Assessed Value to Total Estimated Full Value
	Residential	Commercial/ Industrial	Utilities						
2018	\$ 2,341,028,799	\$ 1,531,794,890	\$ 188,082,990	\$ 4,060,906,679	\$ 30,676,314	\$ 4,030,230,653	\$ 25.38	\$ 4,253,023,855	95.5%
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%

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)

	2009	2010	2011 ⁽¹⁾	2012	2013	2014	2015	2016	2017	2018
General Fund										
Reserved	\$ 1,169,269	\$ 966,768	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved	5,302,478	7,025,545	-	-	-	-	-	-	-	-
Nonspendable	-	-	181,815	152,871	152,871	152,871	152,871	168,027	212,814	375,704
Restricted	-	-	-	-	-	-	-	-	-	-
Committed	-	-	4,316,925	4,938,869	4,729,164	3,416,913	3,265,799	4,106,177	5,271,321	4,791,914
Assigned	-	-	1,355,353	894,000	935,000	750,000	960,000	930,000	975,000	975,000
Unassigned	-	-	6,736,075	8,168,250	9,079,250	9,879,330	10,171,068	10,735,579	11,015,079	11,371,395
Total General Fund	\$ 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	\$ 17,514,013
Other Governmental Funds										
Reserved	\$ 11,784,460	\$ 10,652,150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved:										
Special Revenue Funds	7,675,674	8,124,307	-	-	-	-	-	-	-	-
Capital Project Funds	4,261,481	3,500,587	-	-	-	-	-	-	-	-
Debt Service	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	13,547,616
Restricted	-	-	4,214,191	2,803,781	3,148,961	9,539,642	11,848,567	11,105,618	13,594,542	11,556,505
Committed	-	-	10,842,872	9,916,209	7,765,227	5,109,805	6,977,411	5,439,600	4,083,185	3,038,764
Assigned	-	-	-	-	-	-	-	-	-	-
Unassigned	-	-	(915)	(1,290)	-	(1,329,031)	(726,422)	(2,091,373)	(2,180,891)	(4,747,101)
Total Other Funds	\$ 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	\$ 23,395,784

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 2020
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
<u>General</u>								
2	Information Technology Hardware & Software Replacement	188,250	0	0	188,250	0	0	0
4	Fire Department Vehicle Replacement	105,579	105,000	579	0	0	0	0
18*	Storrs Street Extension, North & South	650,000	0	0	0	0	0	650,000
30	Hoit Road / Whitney Road Intersection Signalization	100,000	0	0	0	0	0	100,000
51	White Park	110,000	110,000	0	0	0	0	0
55	Rolfe Park	20,000	20,000	0	0	0	0	0
56	Rollins Park	105,000	105,000	0	0	0	0	0
63	City Wide Recreation Facility Improvements	56,183	45,000	11,183	0	0	0	0
65	City Hall Renovations	179,981	165,000	14,981	0	0	0	0
68	Library	12,500	12,500	0	0	0	0	0
68*	Library	12,500	0	0	0	12,500	0	0
78	Annual Highway Improvement Program	3,050,000	0	0	0	0	0	3,050,000
83	Storm Water Improvements	300,000	300,000	0	0	0	0	0
121	Vehicle & Equipment Replacement Program	700,000	700,000	0	0	0	0	0
130	Multi-Function Photocopy Machines	28,000	0	0	28,000	0	0	0
230	Opticom Replacement	15,000	0	0	0	0	0	15,000
235	Golf Course Grounds Improvements	310,000	310,000	0	0	0	0	0
283	Traffic Signals and Traffic Operations Improvements	20,000	20,000	0	0	0	0	0

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2020
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

	Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
297 Geographic Information Systems (GIS)	233,000	230,000	0	3,000	0	0	0
305 Fire Department Communications Equipment	265,801	265,000	801	0	0	0	0
323 Combined Operations & Maintenance Facility (COMF) Improvements	210,000	200,000	0	10,000	0	0	0
359 Merrill Park	15,000	15,000	0	0	0	0	0
361 Hooksett Turnpike Bridge Replacement	20,000	20,000	0	0	0	0	0
361* Hooksett Turnpike Bridge Replacement	180,000	0	0	0	0	180,000	0
368 Police Department Communications Equipment	25,000	25,000	0	0	0	0	0
380 Neighborhood Safety Improvements	40,000	0	0	0	0	0	40,000
498 Birchdale Road Bridge Replacement	20,000	20,000	0	0	0	0	0
498* Birchdale Road Bridge Replacement	180,000	0	0	0	0	180,000	0
502 Whitney Road Extension	52,700	0	0	0	0	0	52,700
506* Historical Surveys	35,000	0	0	0	0	35,000	0
515 Golf Course Winter Recreation Improvements	30,000	30,000	0	0	0	0	0
515* Golf Course Winter Recreation Improvements	50,000	0	0	0	0	0	50,000
518 Bridge and Dam Maintenance / Repairs	75,000	0	0	0	0	0	75,000
521 Police Firearms Range Improvements	60,000	60,000	0	0	0	0	0
528 Pocket Parks	30,000	30,000	0	0	0	0	0
543 Merrimack River Greenway Trail Project	23,972	0	20,544	0	0	0	3,428

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2020
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

	Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
551 Library Maintenance	15,000	0	0	15,000	0	0	0
557 Memorial Field	5,000	0	0	5,000	0	0	0
561 Fire Alarm Infrastructure Replacement	135,000	135,000	0	0	0	0	0
567* Penacook Riverfront Parks	50,000	0	0	0	0	0	50,000
569 Parks and Cemeteries Small Turf Equipment	25,000	25,000	0	0	0	0	0
571 I-393/Horseshoe Pond Drainage Improvements	500,000	500,000	0	0	0	0	0
573 Fire Department Personnel Protective Equipment	25,000	0	0	25,000	0	0	0
575 Police Vehicle & Equipment Replacement	260,000	80,000	0	180,000	0	0	0
579 Downtown Squares	40,000	40,000	0	0	0	0	0
587 Cemetery Improvements	60,000	60,000	0	0	0	0	0
588 Loudon Road Bridge Improvement Project	270,000	270,000	0	0	0	0	0
588* Loudon Road Bridge Improvement Project	1,062,000	0	0	0	0	1,062,000	0
603 Washington Street Bridge Replacement Project	220,000	220,000	0	0	0	0	0
610 Police Radio and Phone Line Recorder System	50,000	50,000	0	0	0	0	0
Subtotal General	10,225,466	4,167,500	48,088	454,250	12,500	1,457,000	4,086,128
Less *	2,219,500	0	0	0	12,500	1,457,000	750,000
Total General	8,005,966	4,167,500	48,088	454,250	0	0	3,336,128

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2020
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

	Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
<u>Parking</u>							
403	Parking Division Vehicle Replacement Program	45,000	45,000	0	0	0	0
432	North State Street Parking Garage (Formerly Firehouse Block)	30,000	30,000	0	0	0	0
433	School Street Parking Garage (Formerly Durgin Block)	255,000	255,000	0	0	0	0
529	Storrs Street Parking Garage (Formerly Capital Commons)	1,060,000	1,060,000	0	0	0	0
595	Parking Meters	351,000	345,000	0	6,000	0	0
	Subtotal General	1,741,000	1,735,000	0	6,000	0	0
	Less *	0	0	0	0	0	0
	Total General	1,741,000	1,735,000	0	6,000	0	0
<u>Airport</u>							
75	General Airport Repairs	155,000	155,000	0	0	0	0
77	Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	12,500	0	0	12,500	0	0
77*	Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	237,500	0	0	0	237,500	0
619*	Airport Miscellaneous Repairs & Improvements	315,600	63,120	0	0	252,480	0
	Subtotal General	720,600	218,120	0	12,500	489,980	0
	Less *	553,100	63,120	0	0	489,980	0
	Total General	167,500	155,000	0	12,500	0	0

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2020
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
<u>Golf</u>								
530	Golf Course Equipment	88,137	80,000	8,137	0	0	0	0
	Subtotal General	88,137	80,000	8,137	0	0	0	0
	Less *	0	0	0	0	0	0	0
	Total General	88,137	80,000	8,137	0	0	0	0
<u>Water</u>								
2	Information Technology Hardware & Software Replacement	31,375	0	0	31,375	0	0	0
88	Water Plant Improvements	4,280,011	4,210,000	40,011	30,000	0	0	0
121	Vehicle & Equipment Replacement Program	95,000	95,000	0	0	0	0	0
124	Water System SCADA Improvements	30,000	0	0	30,000	0	0	0
244	Water Meter Replacement Program	100,000	0	0	100,000	0	0	0
297	Geographic Information Systems (GIS)	3,000	0	0	3,000	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	105,000	105,000	0	0	0	0	0
	Subtotal General	4,644,386	4,410,000	40,011	194,375	0	0	0
	Less *	0	0	0	0	0	0	0
	Total General	4,644,386	4,410,000	40,011	194,375	0	0	0

**FISCAL YEAR 2020
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
<u>Wastewater</u>								
2	Information Technology Hardware & Software Replacement	31,375	0	0	31,375	0	0	0
91	Sewer Main Rehabilitation and Construction	50,000	0	0	50,000	0	0	0
104	Hall Street Waste Water Treatment Plant Improvements	745,693	405,000	340,693	0	0	0	0
121	Vehicle & Equipment Replacement Program	190,000	190,000	0	0	0	0	0
275	Sewer Pump Station Improvements	107,500	107,500	0	0	0	0	0
297	Geographic Information Systems (GIS)	3,000	0	0	3,000	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	105,000	105,000	0	0	0	0	0
466	Penacook Waste Water Treatment Plant Improvements	360,000	360,000	0	0	0	0	0
	Subtotal General	1,592,568	1,167,500	340,693	84,375	0	0	0
	Less *	0	0	0	0	0	0	0
	Total General	1,592,568	1,167,500	340,693	84,375	0	0	0
	Subtotal	19,012,157	11,778,120	436,929	751,500	12,500	1,946,980	4,086,128
	Less *	2,772,600	63,120	0	0	12,500	1,946,980	750,000
	Grand Total	16,239,557	11,715,000	436,929	751,500	0	0	3,336,128

**2020-2029
CAPITAL IMPROVEMENT
SUMMARY LISTING**

Type	General	Parking	Arena	Cemetery	Golf	Airport	Water	Sewer	Solid Waste	Other	Total
Capital Close-out	48,088	0	0	0	8,137	0	40,011	340,693	0	0	436,929
Capital Transfer	5,598,750	229,500	0	0	25,000	337,884	1,788,875	748,875	20,000	0	8,748,884
Donations	7,862,900	0	0	0	0	0	0	0	0	0	7,862,900
Econ. Dev. Reserve	30,000	0	0	0	0	0	0	0	0	0	30,000
Equip Replace Reserve	50,000	0	0	0	0	0	0	0	0	0	50,000
Federal	0	0	0	0	0	0	0	0	0	15,378,900	15,378,900
G.O. Bonds	135,859,900	8,520,000	1,185,000	0	995,000	828,676	15,907,500	53,379,000	170,000	0	216,845,076
Highway Reserve	26,932,000	0	0	0	0	0	0	0	0	0	26,932,000
Impact Fees Rec Dist 1	25,000	0	0	0	0	0	0	0	0	0	25,000
Impact Fees Rec Dist 4	3,428	0	0	0	0	0	0	0	0	0	3,428
Impact Fees Traf Dist 1	307,000	0	0	0	0	0	0	0	0	0	307,000
Impact Fees Traf Dist 2	45,700	0	0	0	0	0	0	0	0	0	45,700
Impact Fees Traf Dist 3	240,000	0	0	0	0	0	0	0	0	0	240,000
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	22,847,920	22,847,920
Tax Increment Financing	0	0	0	0	0	0	0	0	0	12,650,000	12,650,000
Total	177,237,766	8,749,500	1,185,000	0	1,028,137	1,166,560	17,736,386	54,838,568	190,000	50,876,820	313,008,737

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
<u>General /G.O. Bonds</u>											
121 Vehicle & Equipment Replacement Program	700,000	724,000	723,000	720,000	705,000	685,000	765,000	790,000	1,121,000	1,282,000	8,215,000
571 I-393/Horseshoe Pond Drainage Improvements	500,000	0	0	100,000	0	0	0	0	0	0	600,000
235 Golf Course Grounds Improvements	310,000	295,000	285,000	285,000	325,000	0	0	0	0	0	1,500,000
83 Storm Water Improvements	300,000	0	100,000	1,900,000	1,250,000	1,250,000	1,500,000	1,500,000	1,500,000	0	9,300,000
588 Loudon Road Bridge Improvement Project	270,000	2,131,000	0	0	0	0	0	0	0	0	2,401,000
305 Fire Department Communications Equipment	265,000	0	0	0	0	0	0	700,000	0	0	965,000
297 Geographic Information Systems (GIS)	230,000	0	0	0	0	0	0	0	0	0	230,000
603 Washington Street Bridge Replacement Project	220,000	740,000	0	0	0	0	0	0	0	0	960,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	200,000	405,000	70,000	290,000	30,000	100,000	0	0	0	0	1,095,000
65 City Hall Renovations	165,000	1,625,000	650,000	515,000	10,000	200,000	250,000	200,000	250,000	0	3,865,000
561 Fire Alarm Infrastructure Replacement	135,000	93,000	93,000	93,000	93,000	20,000	20,000	20,000	20,000	0	587,000
51 White Park	110,000	175,000	50,000	125,000	60,000	125,000	60,000	35,000	25,000	0	765,000
4 Fire Department Vehicle Replacement	105,000	850,000	615,000	1,500,000	975,000	1,445,000	920,000	795,000	100,000	75,000	7,380,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
56 Rollins Park	105,000	0	175,000	0	40,000	40,000	200,000	175,000	0	14,000	749,000
575 Police Vehicle & Equipment Replacement	80,000	150,000	0	0	0	0	0	0	0	0	230,000
521 Police Firearms Range Improvements	60,000	0	0	0	0	0	0	0	0	0	60,000
587 Cemetery Improvements	60,000	145,000	130,000	70,000	0	100,000	75,000	385,000	0	0	965,000
610 Police Radio and Phone Line Recorder System	50,000	0	0	0	0	0	0	0	0	0	50,000
63 City Wide Recreation Facility Improvements	45,000	850,000	285,000	400,000	550,000	550,000	200,000	200,000	200,000	0	3,280,000
579 Downtown Squares	40,000	100,000	25,000	20,000	0	0	0	600,000	0	500,000	1,285,000
515 Golf Course Winter Recreation Improvements	30,000	0	0	0	0	0	0	0	0	0	30,000
528 Pocket Parks	30,000	0	0	65,000	0	0	200,000	0	0	0	295,000
368 Police Department Communications Equipment	25,000	175,000	175,000	0	0	0	0	80,000	0	0	455,000
569 Parks and Cemeteries Small Turf Equipment	25,000	60,000	35,000	40,000	55,000	115,000	40,000	0	50,000	0	420,000
55 Rolfe Park	20,000	0	0	60,000	100,000	70,000	0	0	320,000	0	570,000
283 Traffic Signals and Traffic Operations Improvements	20,000	40,000	42,000	205,000	30,000	30,000	230,000	30,000	30,000	205,000	862,000
361 Hooksett Turnpike Bridge Replacement	20,000	0	0	0	0	0	0	0	0	0	20,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
498 Birchdale Road Bridge Replacement	20,000	0	0	0	0	0	0	0	0	0	20,000
359 Merrill Park	15,000	75,000	150,000	0	30,000	0	0	120,000	0	0	390,000
68 Library	12,500	0	500,000	0	0	0	0	875,000	8,730,000	0	10,117,500
17 Sidewalk, Bikeway and Streetscape Improvements	0	0	225,000	0	250,000	0	275,000	0	300,000	0	1,050,000
18 Storrs Street Extension, North & South	0	0	0	0	500,000	5,000,000	0	0	0	0	5,500,000
31 Broadway / West Street Intersection (McKee Square) Signalization	0	0	0	1,800,000	0	0	0	0	0	0	1,800,000
34 North Main Street / Storrs Street Intersection Signalization	0	400,000	0	0	0	0	0	0	0	0	400,000
36 Manchester Street / Route 3 South	0	0	0	300,000	125,000	6,900,000	0	0	0	0	7,325,000
40 Langley Parkway	0	2,860,400	0	6,795,000	0	0	0	0	0	0	9,655,400
52 Keach Park	0	0	75,000	100,000	0	420,000	620,000	0	18,000	0	1,233,000
54 Russell Martin Park	0	0	0	0	0	625,000	0	700,000	200,000	0	1,525,000
57 Gustaf H. Lehtinen Park/Hero's Bridge	0	0	0	0	0	0	0	0	110,000	0	110,000
59 Terrill Park	0	2,100,000	0	0	900,000	0	0	400,000	0	0	3,400,000
60 Kiwanis (Waterfront) Park	0	120,000	0	350,000	0	550,000	600,000	0	0	0	1,620,000
64 Arena Improvements	0	0	1,025,000	0	0	0	0	0	0	0	1,025,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
107 Golf Course Club House and Maintenance Buildings	0	0	45,000	0	0	100,000	100,000	0	100,000	2,850,000	3,195,000
252 Fire Station Improvements	0	110,000	0	350,000	0	0	0	0	0	0	460,000
335 Thermal Imaging Cameras	0	0	0	0	0	45,000	0	0	0	0	45,000
358 Garrison Park	0	0	50,000	100,000	0	0	0	200,000	0	0	350,000
360 Kimball Park	0	0	0	200,000	0	0	75,000	60,000	0	0	335,000
370 Police Department Ballistic Vest Replacement Program	0	75,000	0	0	0	0	80,000	0	0	0	155,000
375 Fire Department Boats	0	0	30,000	0	0	0	0	0	0	0	30,000
376 Fire Department Hose & Equipment Replacement	0	60,000	0	0	0	0	0	0	0	0	60,000
380 Neighborhood Safety Improvements	0	0	40,000	0	0	0	0	0	0	0	40,000
381 Landfill Closure and Maintenance	0	0	0	0	0	0	0	8,120,000	0	0	8,120,000
443 City-Wide Community Center	0	0	400,000	0	0	0	0	0	0	0	400,000
484 Police Station Improvements	0	0	100,000	0	0	0	0	0	0	0	100,000
502 Whitney Road Extension	0	0	0	0	0	3,000,000	0	0	0	0	3,000,000
505 South Main Street Corridor Improvements	0	0	0	0	0	0	0	0	0	160,000	160,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
518 Bridge and Dam Maintenance / Repairs	0	250,000	0	0	0	0	0	0	0	0	250,000
519 Manchester Street/Old Turnpike Road Intersection Improvements	0	0	0	0	0	415,000	0	0	0	0	415,000
520 Intersection Safety Improvements	0	0	0	0	50,000	100,000	150,000	0	0	0	300,000
527 Fire Department EMS Equipment Replacement	0	0	0	0	500,000	0	0	0	0	0	500,000
541 Regional Drive/Chenell Drive Intersection Improvements	0	0	0	0	0	0	850,000	0	0	0	850,000
543 Merrimack River Greenway Trail Project	0	0	0	0	0	1,100,000	0	0	0	0	1,100,000
551 Library Maintenance	0	70,000	220,000	130,000	130,000	100,000	300,000	0	275,000	0	1,225,000
557 Memorial Field	0	0	140,000	35,000	2,270,000	0	1,000,000	0	125,000	0	3,570,000
560 Fire Training Facility	0	0	0	0	0	0	0	0	500,000	0	500,000
563 Master Plan Update	0	30,000	180,000	0	0	0	0	0	0	0	210,000
567 Penacook Riverfront Parks	0	0	0	0	220,000	0	0	0	0	0	220,000
570 Pleasant/Warren/Fruit Intersection Round About	0	0	0	0	0	1,500,000	0	0	0	0	1,500,000
573 Fire Department Personnel Protective Equipment	0	25,000	0	0	0	750,000	30,000	0	0	0	805,000
583 East Concord Fire Station	0	0	0	0	0	0	0	0	5,000,000	0	5,000,000

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
589 Downtown Corridor Streetscape Improvement Project	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	250,000	4,170,000
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	5,000,000	0	0	5,000,000
598 TASER Replacement	0	0	0	50,000	50,000	0	0	0	0	0	100,000
602 Iron Works Road Bridge Replacement Project	0	0	0	0	0	0	400,000	0	0	0	400,000
611 Eastman Street Retaining Wall	0	0	0	0	0	0	0	0	190,000	0	190,000
618 Unmanned Aerial System (UAS)	0	50,000	0	0	0	0	0	0	0	0	50,000
Total General /G.O. Bonds	4,167,500	15,233,400	8,003,000	17,448,000	9,858,000	25,785,000	9,300,000	21,185,000	19,544,000	5,336,000	135,859,900
<u>General /Capital Transfer</u>											
2 Information Technology Hardware & Software Replacement	188,250	199,500	183,500	166,500	187,500	187,500	183,500	166,500	187,500	220,000	1,870,250
575 Police Vehicle & Equipment Replacement	180,000	180,000	190,000	190,000	200,000	200,000	210,000	210,000	0	0	1,560,000
130 Multi-Function Photocopy Machines	28,000	8,000	39,000	76,000	31,000	35,000	8,000	41,000	39,000	24,000	329,000
573 Fire Department Personnel Protective Equipment	25,000	25,000	25,000	30,000	30,000	30,000	30,000	0	0	0	195,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
551 Library Maintenance	15,000	0	0	10,000	0	0	0	0	0	0	25,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	10,000	0	0	0	0	0	0	0	0	0	10,000
557 Memorial Field	5,000	0	0	0	0	0	0	0	0	0	5,000
297 Geographic Information Systems (GIS)	3,000	3,500	3,500	73,500	3,500	3,500	3,500	3,500	3,000	0	100,500
52 Keach Park	0	0	40,000	0	0	0	0	0	0	0	40,000
335 Thermal Imaging Cameras	0	0	35,000	0	0	0	0	0	0	0	35,000
375 Fire Department Boats	0	0	0	0	0	30,000	0	0	0	0	30,000
376 Fire Department Hose & Equipment Replacement	0	0	25,000	30,000	0	30,000	0	0	0	0	85,000
477 Library Equipment Replacement	0	0	30,000	35,000	0	24,000	0	0	0	0	89,000
521 Police Firearms Range Improvements	0	0	0	20,000	0	0	0	0	0	0	20,000
550 Roundabout Maintenance	0	0	75,000	0	0	80,000	0	0	100,000	0	255,000
555 Handgun Replacement	0	0	0	0	0	0	0	50,000	0	0	50,000
576 General Facility	0	30,000	30,000	30,000	35,000	35,000	35,000	35,000	35,000	0	265,000
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	20,000	0	20,000
601 Design Guidelines Update	0	0	0	30,000	0	0	0	0	0	0	30,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
615 Fiber System Replacement	0	0	0	0	0	0	25,000	500,000	0	0	525,000
Total General /Capital Transfer	454,250	446,000	676,000	691,000	547,000	655,000	495,000	1,006,000	384,500	244,000	5,598,750

General /Capital Close-out

543 Merrimack River Greenway Trail Project	20,544	0	0	0	0	0	0	0	0	0	20,544
65 City Hall Renovations	14,981	0	0	0	0	0	0	0	0	0	14,981
63 City Wide Recreation Facility Improvements	11,183	0	0	0	0	0	0	0	0	0	11,183
305 Fire Department Communications Equipment	801	0	0	0	0	0	0	0	0	0	801
4 Fire Department Vehicle Replacement	579	0	0	0	0	0	0	0	0	0	579
Total General /Capital Close-out	48,088	0	0	0	0	0	0	0	0	0	48,088

General /Highway Reserve

78 Annual Highway Improvement Program	3,050,000	2,212,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	26,447,000
518 Bridge and Dam Maintenance / Repairs	75,000	75,000	75,000	75,000	100,000	0	0	0	0	0	400,000
230 Opticom Replacement	15,000	0	15,000	0	15,000	0	20,000	0	20,000	0	85,000
Total General /Highway Reserve	3,140,000	2,287,000	2,465,000	2,625,000	2,825,000	2,710,000	2,730,000	2,710,000	2,730,000	2,710,000	26,932,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
<u>General /Equip Replace Reserve</u>											
515 Golf Course Winter Recreation Improvements	50,000 *	0	0	0	0	0	0	0	0	0	50,000
Total General /Equip Replace Reserve	50,000	0	0	0	0	0	0	0	0	0	50,000
<u>General /Donations</u>											
68 Library	12,500 *	0	0	0	0	0	0	95,000	970,000	0	1,077,500
30 Hoit Road / Whitney Road Intersection Signalization	0	0	2,050,000	0	0	0	0	0	0	0	2,050,000
40 Langley Parkway	0	2,860,400	0	0	0	0	0	0	0	0	2,860,400
59 Terrill Park	0	300,000	0	0	0	0	0	0	0	200,000	500,000
60 Kiwanis (Waterfront) Park	0	0	0	50,000	0	0	0	0	0	0	50,000
380 Neighborhood Safety Improvements	0	0	25,000	0	0	0	0	0	0	0	25,000
543 Merrimack River Greenway Trail Project	0	0	200,000	0	0	1,100,000	0	0	0	0	1,300,000
Total General /Donations	12,500	3,160,400	2,275,000	50,000	0	1,100,000	0	95,000	970,000	200,000	7,862,900
<u>General /Econ. Dev. Reserve</u>											
563 Master Plan Update	0	0	30,000	0	0	0	0	0	0	0	30,000
Total General /Econ. Dev. Reserve	0	0	30,000	0	0	0	0	0	0	0	30,000

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
<u>Other /Tax Increment Financing</u>											
18 Storrs Street Extension, North & South	650,000 *	6,650,000	0	0	0	0	0	0	0	0	7,300,000
567 Penacook Riverfront Parks	50,000 *	0	900,000	0	0	0	0	0	0	0	950,000
97 Low Avenue Improvements	0	0	0	0	400,000	4,000,000	0	0	0	0	4,400,000
Total Other /Tax Increment Financing	700,000	6,650,000	900,000	0	400,000	4,000,000	0	0	0	0	12,650,000
<u>Other /Federal</u>											
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	225,000 *	0	0	0	0	0	0	630,000	0	0	855,000
506 Historical Surveys	35,000 *	0	0	0	0	0	0	0	0	0	35,000
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	427,500	0	0	0	0	427,500
72 Runway Pavement Improvements	0	0	0	500,000	2,660,000	2,660,000	0	900,000	0	0	6,720,000
383 New Airport Terminal Building	0	0	0	0	0	0	0	3,150,000	0	0	3,150,000
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	0	0	150,000	1,000,000	0	0	1,150,000
471 Airport Fuel Farm	0	0	0	0	0	0	0	0	500,000	0	500,000

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	205,200	205,200	0	0	0	0	0	0	410,400
534 Tie Down Rehabilitation and Expansion	0	0	0	0	0	150,000	675,000	1,080,000	0	0	1,905,000
572 Airport Master Plan	0	0	0	190,000	0	0	0	0	0	0	190,000
609 Main Street Sign Panels	0	0	18,000	18,000	0	0	0	0	0	0	36,000
Total Other /Federal	260,000	0	223,200	913,200	2,660,000	3,237,500	825,000	6,760,000	500,000	0	15,378,900
Other /State											
588 Loudon Road Bridge Improvement Project	1,062,000 *	8,523,000	0	0	0	0	0	0	0	0	9,585,000
619 Airport Miscellaneous Repairs & Improvements	252,480 *	0	0	0	0	0	0	0	0	0	252,480
361 Hooksett Turnpike Bridge Replacement	180,000 *	0	0	0	0	0	0	0	0	0	180,000
498 Birchdale Road Bridge Replacement	180,000 *	0	0	0	0	0	0	0	0	0	180,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	12,500 *	0	0	0	0	0	0	35,000	0	0	47,500
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	23,750	0	0	0	0	23,750
72 Runway Pavement Improvements	0	0	0	27,778	147,778	147,778	0	50,000	0	0	373,334

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
383 New Airport Terminal Building	0	0	0	0	0	0	0	175,000	0	0	175,000
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	0	0	8,334	55,556	0	0	63,890
471 Airport Fuel Farm	0	0	0	0	0	0	0	0	27,778	0	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	8,334	37,500	60,000	0	0	105,834
543 Merrimack River Greenway Trail Project	0	0	800,000	0	0	8,800,000	0	0	0	0	9,600,000
571 I-393/Horseshoe Pond Drainage Improvements	0	600,000	0	0	0	0	0	0	0	0	600,000
572 Airport Master Plan	0	0	0	10,554	0	0	0	0	0	0	10,554
602 Iron Works Road Bridge Replacement Project	0	0	0	0	0	0	1,600,000	0	0	0	1,600,000
Total Other /State	1,686,980	9,123,000	811,400	49,732	147,778	8,979,862	1,645,834	375,556	27,778	0	22,847,920
<u>Parking /G.O. Bonds</u>											
529 Storrs Street Parking Garage (Formerly Capital Commons)	1,060,000	0	0	0	0	370,000	0	0	900,000	0	2,330,000
595 Parking Meters	345,000	365,000	260,000	0	0	0	0	0	0	0	970,000

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
433 School Street Parking Garage (Formerly Durgin Block)	255,000	0	0	0	0	335,000	0	0	0	0	590,000
403 Parking Division Vehicle Replacement Program	45,000	0	45,000	0	0	0	0	0	55,000	0	145,000
432 North State Street Parking Garage (Formerly Firehouse Block)	30,000	3,020,000	0	0	0	0	0	0	0	0	3,050,000
596 Surface Lots	0	0	50,000	0	0	0	435,000	695,000	105,000	0	1,285,000
597 Parking Beacons	0	0	0	150,000	0	0	0	0	0	0	150,000
Total Parking /G.O. Bonds	1,735,000	3,385,000	355,000	150,000	0	705,000	435,000	695,000	1,060,000	0	8,520,000

Parking /Capital Transfer

595 Parking Meters	6,000	7,000	14,500	8,000	8,000	9,000	9,000	10,000	10,000	10,000	91,500
597 Parking Beacons	0	0	0	0	10,000	10,000	10,000	10,000	10,000	0	50,000
616 Parking Division Technology	0	0	0	58,000	30,000	0	0	0	0	0	88,000
Total Parking /Capital Transfer	6,000	7,000	14,500	66,000	48,000	19,000	19,000	20,000	20,000	10,000	229,500

Arena /G.O. Bonds

64 Arena Improvements	0	260,000	175,000	0	650,000	100,000	0	0	0	0	1,185,000
Total Arena /G.O. Bonds	0	260,000	175,000	0	650,000	100,000	0	0	0	0	1,185,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
<u>Golf /G.O. Bonds</u>											
530 Golf Course Equipment	80,000	60,000	60,000	30,000	30,000	60,000	30,000	60,000	30,000	30,000	470,000
107 Golf Course Club House and Maintenance Buildings	0	0	0	0	10,000	0	50,000	10,000	0	0	70,000
235 Golf Course Grounds Improvements	0	75,000	65,000	15,000	80,000	60,000	60,000	50,000	50,000	0	455,000
Total Golf /G.O. Bonds	80,000	135,000	125,000	45,000	120,000	120,000	140,000	120,000	80,000	30,000	995,000
<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>Golf /Capital Close-out</u>											
530 Golf Course Equipment	8,137	0	0	0	0	0	0	0	0	0	8,137
Total Golf /Capital Close-out	8,137	0	0	0	0	0	0	0	0	0	8,137
<u>Airport /G.O. Bonds</u>											
75 General Airport Repairs	155,000	0	60,000	0	30,000	0	0	0	0	0	245,000
619 Airport Miscellaneous Repairs & Improvements	63,120 *	0	0	0	0	0	0	0	0	0	63,120
72 Runway Pavement Improvements	0	0	0	0	147,778	147,778	0	50,000	0	0	345,556

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
383 New Airport Terminal Building	0	0	0	0	0	0	0	175,000	0	0	175,000
Total Airport /G.O. Bonds	218,120	0	60,000	0	177,778	147,778	0	225,000	0	0	828,676
<u>Airport /Capital Transfer</u>											
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	12,500	0	0	0	0	0	0	35,000	0	0	47,500
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	23,750	0	0	0	0	23,750
72 Runway Pavement Improvements	0	0	0	27,778	0	0	0	0	0	0	27,778
75 General Airport Repairs	0	0	0	25,000	0	10,000	10,000	10,000	0	0	55,000
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	0	0	8,334	8,556	0	0	16,890
471 Airport Fuel Farm	0	0	0	0	0	0	0	0	27,778	0	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	8,334	37,500	60,000	0	0	105,834
572 Airport Master Plan	0	0	0	10,554	0	0	0	0	0	0	10,554
Total Airport /Capital Transfer	12,500	0	11,400	74,732	0	42,084	55,834	113,556	27,778	0	337,884

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
<u>Water /G.O. Bonds</u>											
88 Water Plant Improvements	4,210,000	250,000	100,000	0	100,000	230,000	150,000	400,000	0	0	5,440,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	105,000	177,500	35,000	120,000	15,000	50,000	0	0	0	0	502,500
121 Vehicle & Equipment Replacement Program	95,000	290,000	160,000	0	100,000	110,000	60,000	60,000	215,000	0	1,090,000
36 Manchester Street / Route 3 South	0	0	0	0	0	130,000	0	0	0	0	130,000
84 Water Main Cleaning & Lining	0	0	0	0	0	560,000	250,000	0	825,000	0	1,635,000
85 Water Main Replacement	0	475,000	750,000	600,000	1,100,000	0	0	0	0	0	2,925,000
86 Water Main Construction	0	575,000	0	0	0	1,000,000	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
244 Water Meter Replacement Program	0	0	0	0	0	0	0	0	0	175,000	175,000
321 Water System Master Plan & Implementation	0	50,000	0	0	0	0	40,000	0	0	90,000	180,000
345 Water Supply Well Field Maintenance	0	0	0	0	0	0	0	0	150,000	0	150,000
347 Water Storage Tank Repairs	0	0	0	50,000	75,000	40,000	150,000	55,000	0	0	370,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
372 Water System Pump Station Improvements	0	0	0	0	0	1,200,000	0	0	0	0	1,200,000
451 Leak Detection	0	10,000	0	0	0	0	10,000	0	0	0	20,000
482 Water System Asset Management	0	0	0	0	0	90,000	0	0	0	0	90,000
Total Water /G.O. Bonds	4,410,000	2,002,500	1,045,000	770,000	1,640,000	3,410,000	660,000	515,000	1,190,000	265,000	15,907,500
<u>Water /Capital Transfer</u>											
244 Water Meter Replacement Program	100,000	100,000	125,000	125,000	125,000	150,000	150,000	175,000	175,000	0	1,225,000
2 Information Technology Hardware & Software Replacement	31,375	23,250	17,250	27,750	31,250	31,250	17,250	27,750	31,250	25,000	263,375
88 Water Plant Improvements	30,000	0	0	0	0	0	0	0	0	0	30,000
124 Water System SCADA Improvements	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	0	0	240,000
297 Geographic Information Systems (GIS)	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	0	30,500
Total Water /Capital Transfer	194,375	156,750	175,750	186,250	189,750	214,750	200,750	236,250	209,250	25,000	1,788,875
<u>Water /Capital Close-out</u>											
88 Water Plant Improvements	40,011	0	0	0	0	0	0	0	0	0	40,011
Total Water /Capital Close-out	40,011	0	0	0	0	0	0	0	0	0	40,011

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
<u>Sewer /G.O. Bonds</u>											
104 Hall Street Waste Water Treatment Plant Improvements	405,000	850,000	1,900,000	1,200,000	1,375,000	1,525,000	3,730,000	18,350,000	2,625,000	3,050,000	35,010,000
466 Penacook Waste Water Treatment Plant Improvements	360,000	140,000	100,000	500,000	160,000	775,000	350,000	2,100,000	165,000	0	4,650,000
121 Vehicle & Equipment Replacement Program	190,000	185,000	160,000	450,000	342,000	75,000	160,000	100,000	137,000	0	1,799,000
275 Sewer Pump Station Improvements	107,500	440,000	0	100,000	450,000	580,000	0	0	0	0	1,677,500
323 Combined Operations & Maintenance Facility (COMF) Improvements	105,000	177,500	35,000	120,000	15,000	50,000	0	0	0	0	502,500
36 Manchester Street / Route 3 South	0	0	200,000	0	0	0	0	0	0	0	200,000
89 Hall Street Waste Water Treatment Plant Odor Control	0	0	0	0	0	0	0	450,000	7,100,000	0	7,550,000
91 Sewer Main Rehabilitation and Construction	0	450,000	0	110,000	0	375,000	0	0	450,000	0	1,385,000
410 Sewer Video Inspection Equipment	0	0	80,000	0	0	0	0	0	0	0	80,000
502 Whitney Road Extension	0	0	0	0	0	525,000	0	0	0	0	525,000
Total Sewer /G.O. Bonds	1,167,500	2,242,500	2,475,000	2,480,000	2,342,000	3,905,000	4,240,000	21,000,000	10,477,000	3,050,000	53,379,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
<u>Sewer /Capital Transfer</u>											
91 Sewer Main Rehabilitation and Construction	50,000	40,000	50,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	420,000
2 Information Technology Hardware & Software Replacement	31,375	23,250	17,250	27,750	31,250	31,250	17,250	27,750	31,250	25,000	263,375
297 Geographic Information Systems (GIS)	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	0	30,500
104 Hall Street Waste Water Treatment Plant Improvements	0	0	0	15,000	0	0	0	0	0	0	15,000
410 Sewer Video Inspection Equipment	0	0	0	0	0	0	0	20,000	0	0	20,000
Total Sewer /Capital Transfer	84,375	66,750	70,750	86,250	74,750	74,750	60,750	91,250	74,250	65,000	748,875
<u>Sewer /Capital Close-out</u>											
104 Hall Street Waste Water Treatment Plant Improvements	340,693	0	0	0	0	0	0	0	0	0	340,693
Total Sewer /Capital Close-out	340,693	0	0	0	0	0	0	0	0	0	340,693
<u>Sewer /Mountain Green Reserve</u>											
275 Sewer Pump Station Improvements	0	20,000	50,000	300,000	0	0	0	0	0	0	370,000
Total Sewer /Mountain Green Reserve	0	20,000	50,000	300,000	0	0	0	0	0	0	370,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
<u>Solid Waste /Capital Transfer</u>											
447 Landfill Soil Vapor Extraction Systems	0	0	0	0	0	0	0	10,000	10,000	0	20,000
Total Solid Waste /Capital Transfer	0	0	0	0	0	0	0	10,000	10,000	0	20,000
<u>Solid Waste /G.O. Bonds</u>											
447 Landfill Soil Vapor Extraction Systems	0	0	0	0	0	125,000	45,000	0	0	0	170,000
Total Solid Waste /G.O. Bonds	0	0	0	0	0	125,000	45,000	0	0	0	170,000
<u>General /Impact Fees Rec Dist 1</u>											
515 Golf Course Winter Recreation Improvements	0	0	0	0	0	0	0	25,000	0	0	25,000
Total General /Impact Fees Rec Dist 1	0	0	0	0	0	0	0	25,000	0	0	25,000
<u>General /Impact Fees Rec Dist 4</u>											
543 Merrimack River Greenway Trail Project	3,428	0	0	0	0	0	0	0	0	0	3,428
Total General /Impact Fees Rec Dist 4	3,428	0	0	0	0	0	0	0	0	0	3,428
<u>General /Impact Fees Traf Dist 1</u>											
30 Hoit Road / Whitney Road Intersection Signalization	100,000	0	200,000	0	0	0	0	0	0	0	300,000

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
502 Whitney Road Extension	7,000	0	0	0	0	0	0	0	0	0	7,000
Total General /Impact Fees Traf Dist 1	107,000	0	200,000	0	0	0	0	0	0	0	307,000
<u>General /Impact Fees Traf Dist 2</u>											
502 Whitney Road Extension	45,700	0	0	0	0	0	0	0	0	0	45,700
Total General /Impact Fees Traf Dist 2	45,700	0	0	0	0	0	0	0	0	0	45,700
<u>General /Impact Fees Traf Dist 3</u>											
380 Neighborhood Safety Improvements	40,000	0	0	0	0	0	0	0	0	0	40,000
31 Broadway / West Street Intersection (McKee Square) Signalization	0	0	200,000	0	0	0	0	0	0	0	200,000
Total General /Impact Fees Traf Dist 3	40,000	0	200,000	0	0	0	0	0	0	0	240,000
<u>General /Impact Fees Traf Dist 4</u>											
519 Manchester Street/Old Turnpike Road Intersection Improvements	0	0	0	0	0	85,000	0	0	0	0	85,000
541 Regional Drive/Chenell Drive Intersection Improvements	0	0	0	0	0	150,000	0	0	0	0	150,000
Total General /Impact Fees Traf Dist 4	0	0	0	0	0	235,000	0	0	0	0	235,000

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Grand Total	19,012,157	45,175,300	20,366,000	25,935,164	21,680,056	55,565,724	20,852,168	55,182,612	37,304,556	11,935,000	313,008,737

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
<u>Airport</u>											
71 Runway Protection Zones: Property Acquisition											
Airport Capital Transfer	0	0	0	0	0	23,750	0	0	0	0	23,750
Other Federal	0	0	0	0	0	427,500	0	0	0	0	427,500
Other State	0	0	0	0	0	23,750	0	0	0	0	23,750
Subtotal	0	0	0	0	0	475,000	0	0	0	0	475,000
72 Runway Pavement Improvements											
Airport Capital Transfer	0	0	0	27,778	0	0	0	0	0	0	27,778
Airport G.O. Bonds	0	0	0	0	147,778	147,778	0	50,000	0	0	345,556
Other Federal	0	0	0	500,000	2,660,000	2,660,000	0	900,000	0	0	6,720,000
Other State	0	0	0	27,778	147,778	147,778	0	50,000	0	0	373,334
Subtotal	0	0	0	555,556	2,955,556	2,955,556	0	1,000,000	0	0	7,466,668
75 General Airport Repairs											
Airport Capital Transfer	0	0	0	25,000	0	10,000	10,000	10,000	0	0	55,000
Airport G.O. Bonds	155,000	0	60,000	0	30,000	0	0	0	0	0	245,000
Subtotal	155,000	0	60,000	25,000	30,000	10,000	10,000	10,000	0	0	300,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility											
Airport Capital Transfer	12,500	0	0	0	0	0	0	35,000	0	0	47,500
Other Federal	225,000 *	0	0	0	0	0	0	630,000	0	0	855,000
Other State	12,500 *	0	0	0	0	0	0	35,000	0	0	47,500
Subtotal	250,000	0	0	0	0	0	0	700,000	0	0	950,000

***Excluded from Budget Appropriation**

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
383 New Airport Terminal Building											
Airport G.O. Bonds	0	0	0	0	0	0	0	175,000	0	0	175,000
Other Federal	0	0	0	0	0	0	0	3,150,000	0	0	3,150,000
Other State	0	0	0	0	0	0	0	175,000	0	0	175,000
Subtotal	0	0	0	0	0	0	0	3,500,000	0	0	3,500,000
468 Reconstruct Taxiway A & Itinerant Ramp											
Airport Capital Transfer	0	0	0	0	0	0	8,334	8,556	0	0	16,890
Other Federal	0	0	0	0	0	0	150,000	1,000,000	0	0	1,150,000
Other State	0	0	0	0	0	0	8,334	55,556	0	0	63,890
Subtotal	0	0	0	0	0	0	166,668	1,064,112	0	0	1,230,780
471 Airport Fuel Farm											
Airport Capital Transfer	0	0	0	0	0	0	0	0	27,778	0	27,778
Other Federal	0	0	0	0	0	0	0	0	500,000	0	500,000
Other State	0	0	0	0	0	0	0	0	27,778	0	27,778
Subtotal	0	0	0	0	0	0	0	0	555,556	0	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

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
534 Tie Down Rehabilitation and Expansion											
Airport Capital Transfer	0	0	0	0	0	8,334	37,500	60,000	0	0	105,834
Other Federal	0	0	0	0	0	150,000	675,000	1,080,000	0	0	1,905,000
Other State	0	0	0	0	0	8,334	37,500	60,000	0	0	105,834
Subtotal	0	0	0	0	0	166,668	750,000	1,200,000	0	0	2,116,668
572 Airport Master Plan											
Airport Capital Transfer	0	0	0	10,554	0	0	0	0	0	0	10,554
Other Federal	0	0	0	190,000	0	0	0	0	0	0	190,000
Other State	0	0	0	10,554	0	0	0	0	0	0	10,554
Subtotal	0	0	0	211,108	0	0	0	0	0	0	211,108
619 Airport Miscellaneous Repairs & Improvements											
Airport G.O. Bonds	63,120 *	0	0	0	0	0	0	0	0	0	63,120
Other State	252,480 *	0	0	0	0	0	0	0	0	0	252,480
Subtotal	315,600	0	0	0	0	0	0	0	0	0	315,600
Total Airport	720,600	0	288,000	1,019,664	2,985,556	3,607,224	926,668	7,474,112	555,556	0	17,577,380
<u>Arena</u>											
64 Arena Improvements											
Arena G.O. Bonds	0	260,000	175,000	0	650,000	100,000	0	0	0	0	1,185,000
General G.O. Bonds	0	0	1,025,000	0	0	0	0	0	0	0	1,025,000
Subtotal	0	260,000	1,200,000	0	650,000	100,000	0	0	0	0	2,210,000
Total Arena	0	260,000	1,200,000	0	650,000	100,000	0	0	0	0	2,210,000

***Excluded from Budget Appropriation**

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

	FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
<u>Bridges</u>												
361 Hooksett Turnpike Bridge Replacement												
	General G.O. Bonds	20,000	0	0	0	0	0	0	0	0	0	20,000
	Other State	180,000 *	0	0	0	0	0	0	0	0	0	180,000
	Subtotal	200,000	0	0	0	0	0	0	0	0	0	200,000
498 Birchdale Road Bridge Replacement												
	General G.O. Bonds	20,000	0	0	0	0	0	0	0	0	0	20,000
	Other State	180,000 *	0	0	0	0	0	0	0	0	0	180,000
	Subtotal	200,000	0	0	0	0	0	0	0	0	0	200,000
518 Bridge and Dam Maintenance / Repairs												
	General G.O. Bonds	0	250,000	0	0	0	0	0	0	0	0	250,000
	General Highway Reserve	75,000	75,000	75,000	75,000	100,000	0	0	0	0	0	400,000
	Subtotal	75,000	325,000	75,000	75,000	100,000	0	0	0	0	0	650,000
588 Loudon Road Bridge Improvement Project												
	General G.O. Bonds	270,000	2,131,000	0	0	0	0	0	0	0	0	2,401,000
	Other State	1,062,000 *	8,523,000	0	0	0	0	0	0	0	0	9,585,000
	Subtotal	1,332,000	10,654,000	0	0	0	0	0	0	0	0	11,986,000
602 Iron Works Road Bridge Replacement Project												
	General G.O. Bonds	0	0	0	0	0	0	400,000	0	0	0	400,000
	Other State	0	0	0	0	0	0	1,600,000	0	0	0	1,600,000
	Subtotal	0	0	0	0	0	0	2,000,000	0	0	0	2,000,000
603 Washington Street Bridge Replacement Project												
	General G.O. Bonds	220,000	740,000	0	0	0	0	0	0	0	0	960,000
	Subtotal	220,000	740,000	0	0	0	0	0	0	0	0	960,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Total Bridges	2,027,000	11,719,000	75,000	75,000	100,000	0	2,000,000	0	0	0	15,996,000
<u>Cemeteries</u>											
587 Cemetery Improvements											
General G.O. Bonds	60,000	145,000	130,000	70,000	0	100,000	75,000	385,000	0	0	965,000
Subtotal	60,000	145,000	130,000	70,000	0	100,000	75,000	385,000	0	0	965,000
Total Cemeteries	60,000	145,000	130,000	70,000	0	100,000	75,000	385,000	0	0	965,000
<u>Community Planning/Implementation</u>											
506 Historical Surveys											
Other Federal	35,000 *	0	0	0	0	0	0	0	0	0	35,000
Subtotal	35,000	0	0	0	0	0	0	0	0	0	35,000
563 Master Plan Update											
General Econ. Dev. Reserve	0	0	30,000	0	0	0	0	0	0	0	30,000
General G.O. Bonds	0	30,000	180,000	0	0	0	0	0	0	0	210,000
Subtotal	0	30,000	210,000	0	0	0	0	0	0	0	240,000
599 Zoning Update											
General Capital Transfer	0	0	0	0	60,000	0	0	0	0	0	60,000
Subtotal	0	0	0	0	60,000	0	0	0	0	0	60,000
601 Design Guidelines Update											
General Capital Transfer	0	0	0	30,000	0	0	0	0	0	0	30,000
Subtotal	0	0	0	30,000	0	0	0	0	0	0	30,000

***Excluded from Budget Appropriation**

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
609 Main Street Sign Panels											
Other Federal	0	0	18,000	18,000	0	0	0	0	0	0	36,000
Subtotal	0	0	18,000	18,000	0	0	0	0	0	0	36,000
Total Community Planning/Implementation	35,000	30,000	228,000	48,000	60,000	0	0	0	0	0	401,000
<u>Downtown</u>											
97 Low Avenue Improvements											
Other Tax Increment Financing	0	0	0	0	400,000	4,000,000	0	0	0	0	4,400,000
Subtotal	0	0	0	0	400,000	4,000,000	0	0	0	0	4,400,000
579 Downtown Squares											
General G.O. Bonds	40,000	100,000	25,000	20,000	0	0	0	600,000	0	500,000	1,285,000
Subtotal	40,000	100,000	25,000	20,000	0	0	0	600,000	0	500,000	1,285,000
589 Downtown Corridor Streetscape Improvement Project											
General G.O. Bonds	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	250,000	4,170,000
Subtotal	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	250,000	4,170,000
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	550,000	1,395,000	870,000	1,010,000	4,450,000	360,000	800,000	380,000	750,000	10,605,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
<u>Fire Vehicles</u>											
4 Fire Department Vehicle Replacement											
General Capital Close-out	579	0	0	0	0	0	0	0	0	0	579
General G.O. Bonds	105,000	850,000	615,000	1,500,000	975,000	1,445,000	920,000	795,000	100,000	75,000	7,380,000
Subtotal	105,579	850,000	615,000	1,500,000	975,000	1,445,000	920,000	795,000	100,000	75,000	7,380,579
Total Fire Vehicles	105,579	850,000	615,000	1,500,000	975,000	1,445,000	920,000	795,000	100,000	75,000	7,380,579
<u>Golf</u>											
107 Golf Course Club House and Maintenance Buildings											
General G.O. Bonds	0	0	45,000	0	0	100,000	100,000	0	100,000	2,850,000	3,195,000
Golf Capital Transfer	0	0	25,000	0	0	0	0	0	0	0	25,000
Golf G.O. Bonds	0	0	0	0	10,000	0	50,000	10,000	0	0	70,000
Subtotal	0	0	70,000	0	10,000	100,000	150,000	10,000	100,000	2,850,000	3,290,000
235 Golf Course Grounds Improvements											
General G.O. Bonds	310,000	295,000	285,000	285,000	325,000	0	0	0	0	0	1,500,000
Golf G.O. Bonds	0	75,000	65,000	15,000	80,000	60,000	60,000	50,000	50,000	0	455,000
Subtotal	310,000	370,000	350,000	300,000	405,000	60,000	60,000	50,000	50,000	0	1,955,000
530 Golf Course Equipment											
Golf Capital Close-out	8,137	0	0	0	0	0	0	0	0	0	8,137
Golf G.O. Bonds	80,000	60,000	60,000	30,000	30,000	60,000	30,000	60,000	30,000	30,000	470,000
Subtotal	88,137	60,000	60,000	30,000	30,000	60,000	30,000	60,000	30,000	30,000	478,137
Total Golf	398,137	430,000	480,000	330,000	445,000	220,000	240,000	120,000	180,000	2,880,000	5,723,137

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
<u>GSD Vehicles</u>											
121 Vehicle & Equipment Replacement Program											
General G.O. Bonds	700,000	724,000	723,000	720,000	705,000	685,000	765,000	790,000	1,121,000	1,282,000	8,215,000
Sewer G.O. Bonds	190,000	185,000	160,000	450,000	342,000	75,000	160,000	100,000	137,000	0	1,799,000
Water G.O. Bonds	95,000	290,000	160,000	0	100,000	110,000	60,000	60,000	215,000	0	1,090,000
Subtotal	985,000	1,199,000	1,043,000	1,170,000	1,147,000	870,000	985,000	950,000	1,473,000	1,282,000	11,104,000
Total GSD Vehicles	985,000	1,199,000	1,043,000	1,170,000	1,147,000	870,000	985,000	950,000	1,473,000	1,282,000	11,104,000
<u>Information Technology & Communications</u>											
2 Information Technology Hardware & Software Replacement											
General Capital Transfer	188,250	199,500	183,500	166,500	187,500	187,500	183,500	166,500	187,500	220,000	1,870,250
Sewer Capital Transfer	31,375	23,250	17,250	27,750	31,250	31,250	17,250	27,750	31,250	25,000	263,375
Water Capital Transfer	31,375	23,250	17,250	27,750	31,250	31,250	17,250	27,750	31,250	25,000	263,375
Subtotal	251,000	246,000	218,000	222,000	250,000	250,000	218,000	222,000	250,000	270,000	2,397,000
130 Multi-Function Photocopy Machines											
General Capital Transfer	28,000	8,000	39,000	76,000	31,000	35,000	8,000	41,000	39,000	24,000	329,000
Subtotal	28,000	8,000	39,000	76,000	31,000	35,000	8,000	41,000	39,000	24,000	329,000
297 Geographic Information Systems (GIS)											
General Capital Transfer	3,000	3,500	3,500	73,500	3,500	3,500	3,500	3,500	3,000	0	100,500
General G.O. Bonds	230,000	0	0	0	0	0	0	0	0	0	230,000
Sewer Capital Transfer	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	0	30,500
Water Capital Transfer	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	0	30,500
Subtotal	239,000	10,500	10,500	80,500	10,500	10,500	10,500	10,500	9,000	0	391,500

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years	
477 Library Equipment Replacement												
General Capital Transfer	0	0	30,000	35,000	0	24,000	0	0	0	0	89,000	
Subtotal	0	0	30,000	35,000	0	24,000	0	0	0	0	89,000	
615 Fiber System Replacement												
General Capital Transfer	0	0	0	0	0	0	25,000	500,000	0	0	525,000	
Subtotal	0	0	0	0	0	0	25,000	500,000	0	0	525,000	
Total Information Technology & Communications	518,000	264,500	297,500	413,500	291,500	319,500	261,500	773,500	298,000	294,000	3,731,500	
<u>Intersections</u>												
30 Hoit Road / Whitney Road Intersection Signalization												
General Donations	0	0	2,050,000	0	0	0	0	0	0	0	2,050,000	
General Impact Fees Traf Dist 1	100,000	0	200,000	0	0	0	0	0	0	0	300,000	
Subtotal	100,000	0	2,250,000	0	0	0	0	0	0	0	2,350,000	
31 Broadway / West Street Intersection (McKee Square) Signalization												
General G.O. Bonds	0	0	0	1,800,000	0	0	0	0	0	0	1,800,000	
General Impact Fees Traf Dist 3	0	0	200,000	0	0	0	0	0	0	0	200,000	
Subtotal	0	0	200,000	1,800,000	0	0	0	0	0	0	2,000,000	
34 North Main Street / Storrs Street Intersection Signalization												
General G.O. Bonds	0	400,000	0	0	0	0	0	0	0	0	400,000	
Subtotal	0	400,000	0	0	0	0	0	0	0	0	400,000	
283 Traffic Signals and Traffic Operations Improvements												
General G.O. Bonds	20,000	40,000	42,000	205,000	30,000	30,000	230,000	30,000	30,000	205,000	862,000	
Subtotal	20,000	40,000	42,000	205,000	30,000	30,000	230,000	30,000	30,000	205,000	862,000	

***Excluded from Budget Appropriation**

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
519 Manchester Street/Old Turnpike Road Intersection Improvements											
General G.O. Bonds	0	0	0	0	0	415,000	0	0	0	0	415,000
General Impact Fees Traf Dist 4	0	0	0	0	0	85,000	0	0	0	0	85,000
Subtotal	0	0	0	0	0	500,000	0	0	0	0	500,000
520 Intersection Safety Improvements											
General G.O. Bonds	0	0	0	0	50,000	100,000	150,000	0	0	0	300,000
Subtotal	0	0	0	0	50,000	100,000	150,000	0	0	0	300,000
541 Regional Drive/Chenell Drive Intersection Improvements											
General G.O. Bonds	0	0	0	0	0	0	850,000	0	0	0	850,000
General Impact Fees Traf Dist 4	0	0	0	0	0	150,000	0	0	0	0	150,000
Subtotal	0	0	0	0	0	150,000	850,000	0	0	0	1,000,000
550 Roundabout Maintenance											
General Capital Transfer	0	0	75,000	0	0	80,000	0	0	100,000	0	255,000
Subtotal	0	0	75,000	0	0	80,000	0	0	100,000	0	255,000
570 Pleasant/Warren/Fruit Intersection Round About											
General G.O. Bonds	0	0	0	0	0	1,500,000	0	0	0	0	1,500,000
Subtotal	0	0	0	0	0	1,500,000	0	0	0	0	1,500,000
Total Intersections	120,000	440,000	2,567,000	2,005,000	80,000	2,360,000	1,230,000	30,000	130,000	205,000	9,167,000
<u>Other Vehicles</u>											
569 Parks and Cemeteries Small Turf Equipment											
General G.O. Bonds	25,000	60,000	35,000	40,000	55,000	115,000	40,000	0	50,000	0	420,000
Subtotal	25,000	60,000	35,000	40,000	55,000	115,000	40,000	0	50,000	0	420,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
575 Police Vehicle & Equipment Replacement											
General Capital Transfer	180,000	180,000	190,000	190,000	200,000	200,000	210,000	210,000	0	0	1,560,000
General G.O. Bonds	80,000	150,000	0	0	0	0	0	0	0	0	230,000
Subtotal	260,000	330,000	190,000	190,000	200,000	200,000	210,000	210,000	0	0	1,790,000
Total Other Vehicles	285,000	390,000	225,000	230,000	255,000	315,000	250,000	210,000	50,000	0	2,210,000
<u>Parking</u>											
403 Parking Division Vehicle Replacement Program											
Parking G.O. Bonds	45,000	0	45,000	0	0	0	0	0	55,000	0	145,000
Subtotal	45,000	0	45,000	0	0	0	0	0	55,000	0	145,000
432 North State Street Parking Garage (Formerly Firehouse Block)											
Parking G.O. Bonds	30,000	3,020,000	0	0	0	0	0	0	0	0	3,050,000
Subtotal	30,000	3,020,000	0	0	0	0	0	0	0	0	3,050,000
433 School Street Parking Garage (Formerly Durgin Block)											
Parking G.O. Bonds	255,000	0	0	0	0	335,000	0	0	0	0	590,000
Subtotal	255,000	0	0	0	0	335,000	0	0	0	0	590,000
529 Storrs Street Parking Garage (Formerly Capital Commons)											
Parking G.O. Bonds	1,060,000	0	0	0	0	370,000	0	0	900,000	0	2,330,000
Subtotal	1,060,000	0	0	0	0	370,000	0	0	900,000	0	2,330,000
595 Parking Meters											
Parking Capital Transfer	6,000	7,000	14,500	8,000	8,000	9,000	9,000	10,000	10,000	10,000	91,500
Parking G.O. Bonds	345,000	365,000	260,000	0	0	0	0	0	0	0	970,000
Subtotal	351,000	372,000	274,500	8,000	8,000	9,000	9,000	10,000	10,000	10,000	1,061,500

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
596 Surface Lots											
Parking G.O. Bonds	0	0	50,000	0	0	0	435,000	695,000	105,000	0	1,285,000
Subtotal	0	0	50,000	0	0	0	435,000	695,000	105,000	0	1,285,000
597 Parking Beacons											
Parking Capital Transfer	0	0	0	0	10,000	10,000	10,000	10,000	10,000	0	50,000
Parking G.O. Bonds	0	0	0	150,000	0	0	0	0	0	0	150,000
Subtotal	0	0	0	150,000	10,000	10,000	10,000	10,000	10,000	0	200,000
616 Parking Division Technology											
Parking Capital Transfer	0	0	0	58,000	30,000	0	0	0	0	0	88,000
Subtotal	0	0	0	58,000	30,000	0	0	0	0	0	88,000
Total Parking	1,741,000	3,392,000	369,500	216,000	48,000	724,000	454,000	715,000	1,080,000	10,000	8,749,500
<u>Parks and Open Space</u>											
51 White Park											
General G.O. Bonds	110,000	175,000	50,000	125,000	60,000	125,000	60,000	35,000	25,000	0	765,000
Subtotal	110,000	175,000	50,000	125,000	60,000	125,000	60,000	35,000	25,000	0	765,000
52 Keach Park											
General Capital Transfer	0	0	40,000	0	0	0	0	0	0	0	40,000
General G.O. Bonds	0	0	75,000	100,000	0	420,000	620,000	0	18,000	0	1,233,000
Subtotal	0	0	115,000	100,000	0	420,000	620,000	0	18,000	0	1,273,000
54 Russell Martin Park											
General G.O. Bonds	0	0	0	0	0	625,000	0	700,000	200,000	0	1,525,000
Subtotal	0	0	0	0	0	625,000	0	700,000	200,000	0	1,525,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years	
55 Rolfe Park												
General G.O. Bonds	20,000	0	0	60,000	100,000	70,000	0	0	320,000	0	570,000	
Subtotal	20,000	0	0	60,000	100,000	70,000	0	0	320,000	0	570,000	
56 Rollins Park												
General G.O. Bonds	105,000	0	175,000	0	40,000	40,000	200,000	175,000	0	14,000	749,000	
Subtotal	105,000	0	175,000	0	40,000	40,000	200,000	175,000	0	14,000	749,000	
57 Gustaf H. Lehtinen Park/Hero's Bridge												
General G.O. Bonds	0	0	0	0	0	0	0	0	110,000	0	110,000	
Subtotal	0	0	0	0	0	0	0	0	110,000	0	110,000	
59 Terrill Park												
General Donations	0	300,000	0	0	0	0	0	0	0	200,000	500,000	
General G.O. Bonds	0	2,100,000	0	0	900,000	0	0	400,000	0	0	3,400,000	
Subtotal	0	2,400,000	0	0	900,000	0	0	400,000	0	200,000	3,900,000	
60 Kiwanis (Waterfront) Park												
General Donations	0	0	0	50,000	0	0	0	0	0	0	50,000	
General G.O. Bonds	0	120,000	0	350,000	0	550,000	600,000	0	0	0	1,620,000	
Subtotal	0	120,000	0	400,000	0	550,000	600,000	0	0	0	1,670,000	
358 Garrison Park												
General G.O. Bonds	0	0	50,000	100,000	0	0	0	200,000	0	0	350,000	
Subtotal	0	0	50,000	100,000	0	0	0	200,000	0	0	350,000	
359 Merrill Park												
General G.O. Bonds	15,000	75,000	150,000	0	30,000	0	0	120,000	0	0	390,000	
Subtotal	15,000	75,000	150,000	0	30,000	0	0	120,000	0	0	390,000	

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
360 Kimball Park											
General G.O. Bonds	0	0	0	200,000	0	0	75,000	60,000	0	0	335,000
Subtotal	0	0	0	200,000	0	0	75,000	60,000	0	0	335,000
515 Golf Course Winter Recreation Improvements											
General Equip Replace Reserve	50,000 *	0	0	0	0	0	0	0	0	0	50,000
General G.O. Bonds	30,000	0	0	0	0	0	0	0	0	0	30,000
General Impact Fees Rec Dist 1	0	0	0	0	0	0	0	25,000	0	0	25,000
Subtotal	80,000	0	0	0	0	0	0	25,000	0	0	105,000
528 Pocket Parks											
General G.O. Bonds	30,000	0	0	65,000	0	0	200,000	0	0	0	295,000
Subtotal	30,000	0	0	65,000	0	0	200,000	0	0	0	295,000
557 Memorial Field											
General Capital Transfer	5,000	0	0	0	0	0	0	0	0	0	5,000
General G.O. Bonds	0	0	140,000	35,000	2,270,000	0	1,000,000	0	125,000	0	3,570,000
Subtotal	5,000	0	140,000	35,000	2,270,000	0	1,000,000	0	125,000	0	3,575,000
567 Penacook Riverfront Parks											
General G.O. Bonds	0	0	0	0	220,000	0	0	0	0	0	220,000
Other Tax Increment Financing	50,000 *	0	900,000	0	0	0	0	0	0	0	950,000
Subtotal	50,000	0	900,000	0	220,000	0	0	0	0	0	1,170,000
Total Parks and Open Space	415,000	2,770,000	1,580,000	1,085,000	3,620,000	1,830,000	2,755,000	1,715,000	798,000	214,000	16,782,000

***Excluded from Budget Appropriation**

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
<u>Public Buildings</u>											
63 City Wide Recreation Facility Improvements											
General Capital Close-out	11,183	0	0	0	0	0	0	0	0	0	11,183
General G.O. Bonds	45,000	850,000	285,000	400,000	550,000	550,000	200,000	200,000	200,000	0	3,280,000
Subtotal	56,183	850,000	285,000	400,000	550,000	550,000	200,000	200,000	200,000	0	3,291,183
65 City Hall Renovations											
General Capital Close-out	14,981	0	0	0	0	0	0	0	0	0	14,981
General G.O. Bonds	165,000	1,625,000	650,000	515,000	10,000	200,000	250,000	200,000	250,000	0	3,865,000
Subtotal	179,981	1,625,000	650,000	515,000	10,000	200,000	250,000	200,000	250,000	0	3,879,981
68 Library											
General Donations	12,500 *	0	0	0	0	0	0	95,000	970,000	0	1,077,500
General G.O. Bonds	12,500	0	500,000	0	0	0	0	875,000	8,730,000	0	10,117,500
Subtotal	25,000	0	500,000	0	0	0	0	970,000	9,700,000	0	11,195,000
323 Combined Operations & Maintenance Facility (COMF) Improvements											
General Capital Transfer	10,000	0	0	0	0	0	0	0	0	0	10,000
General G.O. Bonds	200,000	405,000	70,000	290,000	30,000	100,000	0	0	0	0	1,095,000
Sewer G.O. Bonds	105,000	177,500	35,000	120,000	15,000	50,000	0	0	0	0	502,500
Water G.O. Bonds	105,000	177,500	35,000	120,000	15,000	50,000	0	0	0	0	502,500
Subtotal	420,000	760,000	140,000	530,000	60,000	200,000	0	0	0	0	2,110,000
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**

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
551 Library Maintenance											
General Capital Transfer	15,000	0	0	10,000	0	0	0	0	0	0	25,000
General G.O. Bonds	0	70,000	220,000	130,000	130,000	100,000	300,000	0	275,000	0	1,225,000
Subtotal	15,000	70,000	220,000	140,000	130,000	100,000	300,000	0	275,000	0	1,250,000
576 General Facility Repairs											
General Capital Transfer	0	30,000	30,000	30,000	35,000	35,000	35,000	35,000	35,000	0	265,000
Subtotal	0	30,000	30,000	30,000	35,000	35,000	35,000	35,000	35,000	0	265,000
583 East Concord 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
594 New Central Fire Station											
General G.O. Bonds	0	0	0	0	0	0	0	5,000,000	0	0	5,000,000
Subtotal	0	0	0	0	0	0	0	5,000,000	0	0	5,000,000
Total Public Buildings	696,164	3,335,000	2,225,000	1,615,000	785,000	1,085,000	785,000	6,405,000	15,460,000	0	32,391,164
<u>Public Safety</u>											
230 Opticom Replacement											
General Highway Reserve	15,000	0	15,000	0	15,000	0	20,000	0	20,000	0	85,000
Subtotal	15,000	0	15,000	0	15,000	0	20,000	0	20,000	0	85,000
252 Fire Station Improvements											
General G.O. Bonds	0	110,000	0	350,000	0	0	0	0	0	0	460,000
Subtotal	0	110,000	0	350,000	0	0	0	0	0	0	460,000

***Excluded from Budget Appropriation**

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
305 Fire Department Communications Equipment											
General Capital Close-out	801	0	0	0	0	0	0	0	0	0	801
General G.O. Bonds	265,000	0	0	0	0	0	0	700,000	0	0	965,000
Subtotal	265,801	0	0	0	0	0	0	700,000	0	0	965,801
335 Thermal Imaging Cameras											
General Capital Transfer	0	0	35,000	0	0	0	0	0	0	0	35,000
General G.O. Bonds	0	0	0	0	0	45,000	0	0	0	0	45,000
Subtotal	0	0	35,000	0	0	45,000	0	0	0	0	80,000
368 Police Department Communications Equipment											
General G.O. Bonds	25,000	175,000	175,000	0	0	0	0	80,000	0	0	455,000
Subtotal	25,000	175,000	175,000	0	0	0	0	80,000	0	0	455,000
370 Police Department Ballistic Vest Replacement Program											
General G.O. Bonds	0	75,000	0	0	0	0	80,000	0	0	0	155,000
Subtotal	0	75,000	0	0	0	0	80,000	0	0	0	155,000
375 Fire Department Boats											
General Capital Transfer	0	0	0	0	0	30,000	0	0	0	0	30,000
General G.O. Bonds	0	0	30,000	0	0	0	0	0	0	0	30,000
Subtotal	0	0	30,000	0	0	30,000	0	0	0	0	60,000
376 Fire Department Hose & Equipment Replacement											
General Capital Transfer	0	0	25,000	30,000	0	30,000	0	0	0	0	85,000
General G.O. Bonds	0	60,000	0	0	0	0	0	0	0	0	60,000
Subtotal	0	60,000	25,000	30,000	0	30,000	0	0	0	0	145,000

***Excluded from Budget Appropriation**

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years	
484 Police Station Improvements												
General G.O. Bonds	0	0	100,000	0	0	0	0	0	0	0	100,000	
Subtotal	0	0	100,000	0	0	0	0	0	0	0	100,000	
521 Police Firearms Range Improvements												
General Capital Transfer	0	0	0	20,000	0	0	0	0	0	0	20,000	
General G.O. Bonds	60,000	0	0	0	0	0	0	0	0	0	60,000	
Subtotal	60,000	0	0	20,000	0	0	0	0	0	0	80,000	
527 Fire Department EMS Equipment Replacement												
General G.O. Bonds	0	0	0	0	500,000	0	0	0	0	0	500,000	
Subtotal	0	0	0	0	500,000	0	0	0	0	0	500,000	
555 Handgun Replacement												
General Capital Transfer	0	0	0	0	0	0	0	50,000	0	0	50,000	
Subtotal	0	0	0	0	0	0	0	50,000	0	0	50,000	
560 Fire Training Facility												
General G.O. Bonds	0	0	0	0	0	0	0	0	500,000	0	500,000	
Subtotal	0	0	0	0	0	0	0	0	500,000	0	500,000	
561 Fire Alarm Infrastructure Replacement												
General G.O. Bonds	135,000	93,000	93,000	93,000	93,000	20,000	20,000	20,000	20,000	0	587,000	
Subtotal	135,000	93,000	93,000	93,000	93,000	20,000	20,000	20,000	20,000	0	587,000	
573 Fire Department Personnel Protective Equipment												
General Capital Transfer	25,000	25,000	25,000	30,000	30,000	30,000	30,000	0	0	0	195,000	
General G.O. Bonds	0	25,000	0	0	0	750,000	30,000	0	0	0	805,000	
Subtotal	25,000	50,000	25,000	30,000	30,000	780,000	60,000	0	0	0	1,000,000	

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
598 TASER Replacement											
General G.O. Bonds	0	0	0	50,000	50,000	0	0	0	0	0	100,000
Subtotal	0	0	0	50,000	50,000	0	0	0	0	0	100,000
610 Police Radio and Phone Line Recorder System											
General G.O. Bonds	50,000	0	0	0	0	0	0	0	0	0	50,000
Subtotal	50,000	0	0	0	0	0	0	0	0	0	50,000
618 Unmanned Aerial System (UAS)											
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	575,801	613,000	498,000	573,000	688,000	905,000	180,000	850,000	540,000	0	5,422,801
<u>Sewer Collection</u>											
91 Sewer Main Rehabilitation and Construction											
Sewer Capital Transfer	50,000	40,000	50,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	420,000
Sewer G.O. Bonds	0	450,000	0	110,000	0	375,000	0	0	450,000	0	1,385,000
Subtotal	50,000	490,000	50,000	150,000	40,000	415,000	40,000	40,000	490,000	40,000	1,805,000
275 Sewer Pump Station Improvements											
Sewer G.O. Bonds	107,500	440,000	0	100,000	450,000	580,000	0	0	0	0	1,677,500
Sewer Mountain Green Reserve	0	20,000	50,000	300,000	0	0	0	0	0	0	370,000
Subtotal	107,500	460,000	50,000	400,000	450,000	580,000	0	0	0	0	2,047,500
410 Sewer Video Inspection Equipment											
Sewer Capital Transfer	0	0	0	0	0	0	0	20,000	0	0	20,000
Sewer G.O. Bonds	0	0	80,000	0	0	0	0	0	0	0	80,000
Subtotal	0	0	80,000	0	0	0	0	20,000	0	0	100,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Total Sewer Collection	157,500	950,000	180,000	550,000	490,000	995,000	40,000	60,000	490,000	40,000	3,952,500
<u>Sewer Treatment</u>											
89 Hall Street Waste Water Treatment Plant Odor Control											
Sewer G.O. Bonds	0	0	0	0	0	0	0	450,000	7,100,000	0	7,550,000
Subtotal	0	0	0	0	0	0	0	450,000	7,100,000	0	7,550,000
104 Hall Street Waste Water Treatment Plant Improvements											
Sewer Capital Close-out	340,693	0	0	0	0	0	0	0	0	0	340,693
Sewer Capital Transfer	0	0	0	15,000	0	0	0	0	0	0	15,000
Sewer G.O. Bonds	405,000	850,000	1,900,000	1,200,000	1,375,000	1,525,000	3,730,000	18,350,000	2,625,000	3,050,000	35,010,000
Subtotal	745,693	850,000	1,900,000	1,215,000	1,375,000	1,525,000	3,730,000	18,350,000	2,625,000	3,050,000	35,365,693
466 Penacook Waste Water Treatment Plant Improvements											
Sewer G.O. Bonds	360,000	140,000	100,000	500,000	160,000	775,000	350,000	2,100,000	165,000	0	4,650,000
Subtotal	360,000	140,000	100,000	500,000	160,000	775,000	350,000	2,100,000	165,000	0	4,650,000
Total Sewer Treatment	1,105,693	990,000	2,000,000	1,715,000	1,535,000	2,300,000	4,080,000	20,900,000	9,890,000	3,050,000	47,565,693
<u>Sidewalks and Streetscapes</u>											
17 Sidewalk, Bikeway and Streetscape Improvements											
General G.O. Bonds	0	0	225,000	0	250,000	0	275,000	0	300,000	0	1,050,000
Subtotal	0	0	225,000	0	250,000	0	275,000	0	300,000	0	1,050,000

***Excluded from Budget Appropriation**

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
380 Neighborhood Safety Improvements											
General Donations	0	0	25,000	0	0	0	0	0	0	0	25,000
General G.O. Bonds	0	0	40,000	0	0	0	0	0	0	0	40,000
General Impact Fees Traf Dist 3	40,000	0	0	0	0	0	0	0	0	0	40,000
Subtotal	40,000	0	65,000	0	0	0	0	0	0	0	105,000
543 Merrimack River Greenway Trail Project											
General Capital Close-out	20,544	0	0	0	0	0	0	0	0	0	20,544
General Donations	0	0	200,000	0	0	1,100,000	0	0	0	0	1,300,000
General G.O. Bonds	0	0	0	0	0	1,100,000	0	0	0	0	1,100,000
General Impact Fees Rec Dist 4	3,428	0	0	0	0	0	0	0	0	0	3,428
Other State	0	0	800,000	0	0	8,800,000	0	0	0	0	9,600,000
Subtotal	23,972	0	1,000,000	0	0	11,000,000	0	0	0	0	12,023,972
Total Sidewalks and Streetscapes	63,972	0	1,290,000	0	250,000	11,000,000	275,000	0	300,000	0	13,178,972
<u>Solid Waste Management</u>											
381 Landfill Closure and Maintenance											
General G.O. Bonds	0	0	0	0	0	0	0	8,120,000	0	0	8,120,000
Subtotal	0	0	0	0	0	0	0	8,120,000	0	0	8,120,000
447 Landfill Soil Vapor Extraction Systems											
Solid Waste Capital Transfer	0	0	0	0	0	0	0	10,000	10,000	0	20,000
Solid Waste G.O. Bonds	0	0	0	0	0	125,000	45,000	0	0	0	170,000
Subtotal	0	0	0	0	0	125,000	45,000	10,000	10,000	0	190,000
Total Solid Waste Management	0	0	0	0	0	125,000	45,000	8,130,000	10,000	0	8,310,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
<u>Storm Sewer</u>											
83 Storm Water Improvements											
General G.O. Bonds	300,000	0	100,000	1,900,000	1,250,000	1,250,000	1,500,000	1,500,000	1,500,000	0	9,300,000
Subtotal	300,000	0	100,000	1,900,000	1,250,000	1,250,000	1,500,000	1,500,000	1,500,000	0	9,300,000
571 I-393/Horseshoe Pond Drainage Improvements											
General G.O. Bonds	500,000	0	0	100,000	0	0	0	0	0	0	600,000
Other State	0	600,000	0	0	0	0	0	0	0	0	600,000
Subtotal	500,000	600,000	0	100,000	0	0	0	0	0	0	1,200,000
Total Storm Sewer	800,000	600,000	100,000	2,000,000	1,250,000	1,250,000	1,500,000	1,500,000	1,500,000	0	10,500,000
<u>Street Corridor Improvements</u>											
36 Manchester Street / Route 3 South											
General G.O. Bonds	0	0	0	300,000	125,000	6,900,000	0	0	0	0	7,325,000
Sewer G.O. Bonds	0	0	200,000	0	0	0	0	0	0	0	200,000
Water G.O. Bonds	0	0	0	0	0	130,000	0	0	0	0	130,000
Subtotal	0	0	200,000	300,000	125,000	7,030,000	0	0	0	0	7,655,000
505 South Main Street Corridor Improvements											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	160,000	160,000
Subtotal	0	0	0	0	0	0	0	0	0	160,000	160,000
600 Impact Fee Ordinance Update											
General Capital Transfer	0	0	0	0	0	0	0	0	20,000	0	20,000
Subtotal	0	0	0	0	0	0	0	0	20,000	0	20,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
611 Eastman Street Retaining Wall											
General G.O. Bonds	0	0	0	0	0	0	0	0	190,000	0	190,000
Subtotal	0	0	0	0	0	0	0	0	190,000	0	190,000
Total Street Corridor Improvements	0	0	200,000	300,000	125,000	7,030,000	0	0	210,000	160,000	8,025,000
 <u>Street Rehabilitation</u>											
78 Annual Highway Improvement Program											
General Highway Reserve	3,050,000	2,212,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	26,447,000
Subtotal	3,050,000	2,212,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	26,447,000
Total Street Rehabilitation	3,050,000	2,212,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	26,447,000
 <u>Streets New Construction</u>											
18 Storrs Street Extension, North & South											
General G.O. Bonds	0	0	0	0	500,000	5,000,000	0	0	0	0	5,500,000
Other Tax Increment Financing	650,000 *	6,650,000	0	0	0	0	0	0	0	0	7,300,000
Subtotal	650,000	6,650,000	0	0	500,000	5,000,000	0	0	0	0	12,800,000
 40 Langley Parkway											
General Donations	0	2,860,400	0	0	0	0	0	0	0	0	2,860,400
General G.O. Bonds	0	2,860,400	0	6,795,000	0	0	0	0	0	0	9,655,400
Subtotal	0	5,720,800	0	6,795,000	0	0	0	0	0	0	12,515,800

*Excluded from Budget Appropriation

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
502 Whitney Road Extension											
General G.O. Bonds	0	0	0	0	0	3,000,000	0	0	0	0	3,000,000
General Impact Fees Traf Dist 1	7,000	0	0	0	0	0	0	0	0	0	7,000
General Impact Fees Traf Dist 2	45,700	0	0	0	0	0	0	0	0	0	45,700
Sewer G.O. Bonds	0	0	0	0	0	525,000	0	0	0	0	525,000
Subtotal	52,700	0	0	0	0	3,525,000	0	0	0	0	3,577,700
Total Streets New Construction	702,700	12,370,800	0	6,795,000	500,000	8,525,000	0	0	0	0	28,893,500
<u>Water Distribution System</u>											
84 Water Main Cleaning & Lining											
Water G.O. Bonds	0	0	0	0	0	560,000	250,000	0	825,000	0	1,635,000
Subtotal	0	0	0	0	0	560,000	250,000	0	825,000	0	1,635,000
85 Water Main Replacement											
Water G.O. Bonds	0	475,000	750,000	600,000	1,100,000	0	0	0	0	0	2,925,000
Subtotal	0	475,000	750,000	600,000	1,100,000	0	0	0	0	0	2,925,000
86 Water Main Construction											
Water G.O. Bonds	0	575,000	0	0	0	1,000,000	0	0	0	0	1,575,000
Subtotal	0	575,000	0	0	0	1,000,000	0	0	0	0	1,575,000
244 Water Meter Replacement Program											
Water Capital Transfer	100,000	100,000	125,000	125,000	125,000	150,000	150,000	175,000	175,000	0	1,225,000
Water G.O. Bonds	0	0	0	0	0	0	0	0	0	175,000	175,000
Subtotal	100,000	100,000	125,000	125,000	125,000	150,000	150,000	175,000	175,000	175,000	1,400,000

***Excluded from Budget Appropriation**

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
451 Leak Detection											
Water G.O. Bonds	0	10,000	0	0	0	0	10,000	0	0	0	20,000
Subtotal	0	10,000	0	0	0	0	10,000	0	0	0	20,000
Total Water Distribution System	100,000	1,160,000	875,000	725,000	1,225,000	1,710,000	410,000	175,000	1,000,000	175,000	7,555,000
<u>Water Treatment</u>											
88 Water Plant Improvements											
Water Capital Close-out	40,011	0	0	0	0	0	0	0	0	0	40,011
Water Capital Transfer	30,000	0	0	0	0	0	0	0	0	0	30,000
Water G.O. Bonds	4,210,000	250,000	100,000	0	100,000	230,000	150,000	400,000	0	0	5,440,000
Subtotal	4,280,011	250,000	100,000	0	100,000	230,000	150,000	400,000	0	0	5,510,011
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	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	0	0	240,000
Subtotal	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	0	0	240,000
321 Water System Master Plan & Implementation											
Water G.O. Bonds	0	50,000	0	0	0	0	40,000	0	0	90,000	180,000
Subtotal	0	50,000	0	0	0	0	40,000	0	0	90,000	180,000
345 Water Supply Well Field Maintenance											
Water G.O. Bonds	0	0	0	0	0	0	0	0	150,000	0	150,000
Subtotal	0	0	0	0	0	0	0	0	150,000	0	150,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
347 Water Storage Tank Repairs											
Water G.O. Bonds	0	0	0	50,000	75,000	40,000	150,000	55,000	0	0	370,000
Subtotal	0	0	0	50,000	75,000	40,000	150,000	55,000	0	0	370,000
372 Water System Pump Station Improvements											
Water G.O. Bonds	0	0	0	0	0	1,200,000	0	0	0	0	1,200,000
Subtotal	0	0	0	0	0	1,200,000	0	0	0	0	1,200,000
482 Water System Asset Management											
Water G.O. Bonds	0	0	0	0	0	90,000	0	0	0	0	90,000
Subtotal	0	0	0	0	0	90,000	0	0	0	0	90,000
Total Water Treatment	4,310,011	505,000	130,000	80,000	455,000	1,590,000	370,000	485,000	150,000	90,000	8,165,011
Grand Total	19,012,157	45,175,300	20,366,000	25,935,164	21,680,056	55,565,724	20,852,168	55,182,612	37,304,556	11,935,000	313,008,737

***Excluded from Budget Appropriation**

**2020-2029
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	<input type="checkbox"/> New	<input type="checkbox" value="M"/> Safety	<input type="checkbox" value="L"/> Facility Cond.	<input type="checkbox" value="M"/> Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="checkbox" value="N/A"/> Mandates	<input type="checkbox" value="M"/> Service Def.	<input type="checkbox" value="N/A"/> Tax Base Exp.	<input type="checkbox" value="H"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox" value="L"/> O + M Costs	<input type="checkbox" value="N/A"/> Council Goals	<input type="checkbox" value="L"/> Timeliness	Parks
	<input checked="" type="checkbox"/> 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

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Sewer	Capital Transfer	31,375	23,250	17,250	27,750	31,250	31,250	17,250	27,750	31,250	25,000	263,375
Water	Capital Transfer	31,375	23,250	17,250	27,750	31,250	31,250	17,250	27,750	31,250	25,000	263,375
General	Capital Transfer	188,250	199,500	183,500	166,500	187,500	187,500	183,500	166,500	187,500	220,000	1,870,250
	Total	251,000	246,000	218,000	222,000	250,000	250,000	218,000	222,000	250,000	270,000	2,397,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General Capital Transfer	188,250	Replace hardware, computers, laptops, monitors, Switches (\$150,000). Replace end-of-life servers (\$50,000). Printers (\$10,000). Software upgrades (\$40,000).
	Sewer Capital Transfer	31,375	Sewer share of above.
	Water Capital Transfer	31,375	Water share of above.
		<u>\$251,000</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).
	Sewer Capital Transfer	17,250	Sewer share of above.
	Water Capital Transfer	17,250	Water 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).

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	INFORMATION TECHNOLOGY	#2-Information Technology Hardware & Software Replacement	
	Sewer Capital Transfer	27,750	Sewer share of above.
	Water Capital Transfer	27,750	Water share of above.
		\$222,000	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.
		\$250,000	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).
	Sewer Capital Transfer	31,250	Sewer share of above.
	Water Capital Transfer	31,250	Water share of above.
		\$250,000	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.
		\$218,000	2026 Subtotal
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).
	Sewer Capital Transfer	27,750	Sewer share of above.
	Water Capital Transfer	27,750	Water share of above.
		\$222,000	2027 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	INFORMATION TECHNOLOGY	#2-Information Technology Hardware & Software Replacement	
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
2029	General Capital Transfer	220,000	Replace hardware, computers, laptops, monitors (\$120,000). Replace 1/5 end-of-life servers (\$35,000). Printers (\$10,000). Software upgrades (\$30,000). Replace Fire Department apparatus mobile computers (\$75,000).
	Sewer Capital Transfer	25,000	Sewer portion.
	Water Capital Transfer	25,000	Water portion.
		\$270,000	2029 Subtotal
	TOTAL	\$2,397,000	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox"/> M Safety	<input type="checkbox"/> H Facility Cond.	<input type="checkbox"/> M Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> N/A Mandates	<input type="checkbox"/> H Service Def.	<input type="checkbox"/> N/A Tax Base Exp.	<input type="checkbox"/> H City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> H O + M Costs	<input type="checkbox"/> N/A Council Goals	<input type="checkbox"/> M Timeliness	Motor Vehicle Equipment
	<input type="checkbox"/> 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)

**2020-2029
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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Close-out	579	0	0	0	0	0	0	0	0	0	579
General	G.O. Bonds	105,000	850,000	615,000	1,500,000	975,000	1,445,000	920,000	795,000	100,000	75,000	7,380,000
	Total	105,579	850,000	615,000	1,500,000	975,000	1,445,000	920,000	795,000	100,000	75,000	7,380,579

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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
	General Capital Close-out	579	Closeout share.
		\$105,579	2020 Subtotal
2021	General G.O. Bonds	700,000	Replace Engine 4
	General G.O. Bonds	150,000	Fire Alarm Bucket Truck Replacement (2008)
		\$850,000	2021 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#4-Fire Department Vehicle Replacement		
2022	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)
			\$615,000	2022 Subtotal
2023	General	G.O. Bonds	1,500,000	Replace Ladder Truck (2013)
			\$1,500,000	2023 Subtotal
2024	General	G.O. Bonds	500,000	Replacement Tanker Truck
	General	G.O. Bonds	275,000	Replace Ambulance 7
	General	G.O. Bonds	200,000	Replace 4 Staff Vehicles
			\$975,000	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
	General	G.O. Bonds	85,000	Replacement of Command Car
	General	G.O. Bonds	60,000	Replacement of Utility Truck
			\$795,000	2027 Subtotal
2028	General	G.O. Bonds	100,000	Replace Forestry 4 (2017)
			\$100,000	2028 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #4-Fire Department Vehicle Replacement

2029	General G.O. Bonds	75,000	Replace Fire Prevention Education Trailer (2003)
		\$75,000	2029 Subtotal
	TOTAL	\$7,380,579	

**2020-2029
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 SERVED:

<input type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
<input type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	<input type="checkbox"/> Sidewalks
<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	225,000	0	250,000	0	275,000	0	300,000	0	1,050,000
	Total	0	0	225,000	0	250,000	0	275,000	0	300,000	0	1,050,000

**2020-2029
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	

**2020-2029
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	<input checked="" type="checkbox"/> New	<input type="checkbox"/> N/A Safety	<input type="checkbox"/> N/A Facility Cond.	<input type="checkbox"/> N/A Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="checkbox"/> N/A Mandates	<input type="checkbox"/> L Service Def.	<input type="checkbox"/> M Tax Base Exp.	<input type="checkbox"/> H City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> M O + M Costs	<input type="checkbox"/> M Council Goals	<input type="checkbox"/> L Timeliness	Corridor Improvements
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to design and construction two extensions of Storrs Street , together with customary municipal infrastructure, in accordance with the North End Opportunity Corridor Tax Increment Finance District Development Program and Financing Plan, as well as the 2006 "Opportunity Corridor Master Plan", and 2030 City Master Plan in order to promote and encourage economic redevelopment in the Opportunity Corridor.

The first phase of the project shall extend Storrs Street north to Constitution Avenue.

The second phase of the project shall extend Storrs Street south to Langdon Avenue.

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)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

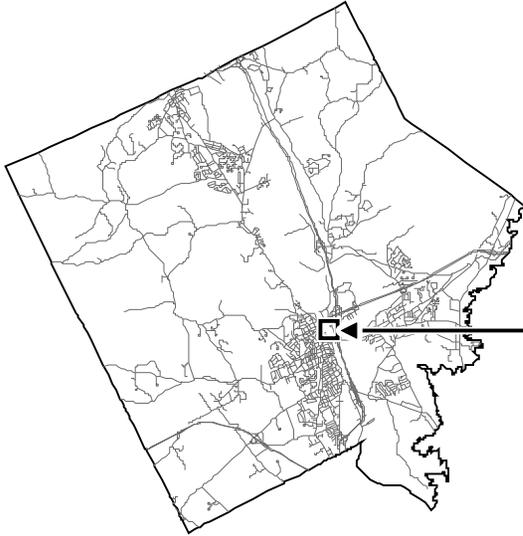
PROJECT: CD-ENGINEERING SERVICES #18-Storrs Street Extension, North & South

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	0	0	500,000	5,000,000	0	0	0	0	5,500,000
Other	Tax Increment Financing	650,000*	6,650,000	0	0	0	0	0	0	0	0	7,300,000
	Total	650,000	6,650,000	0	0	500,000	5,000,000	0	0	0	0	12,800,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Other Tax Increment Financing	650,000	Design and Permitting: Storrs Street North Ext. (Storrs Street to Constitution Ave). Excludes construction oversight / administration. Funded by NEOCTIF District (Capital Transfer).
		\$650,000	2020 Subtotal
2021	Other Tax Increment Financing	6,650,000	Construction of Storrs Street Extension North 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. \$6.3M in NEOCTIF G.O. Bonds; \$250,000 in NEOCTIF Capital Transfer. 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 NEOCTIF District, are included in CIP 34.
		\$6,650,000	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	



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Engineering Services Division
City of Concord, New Hampshire

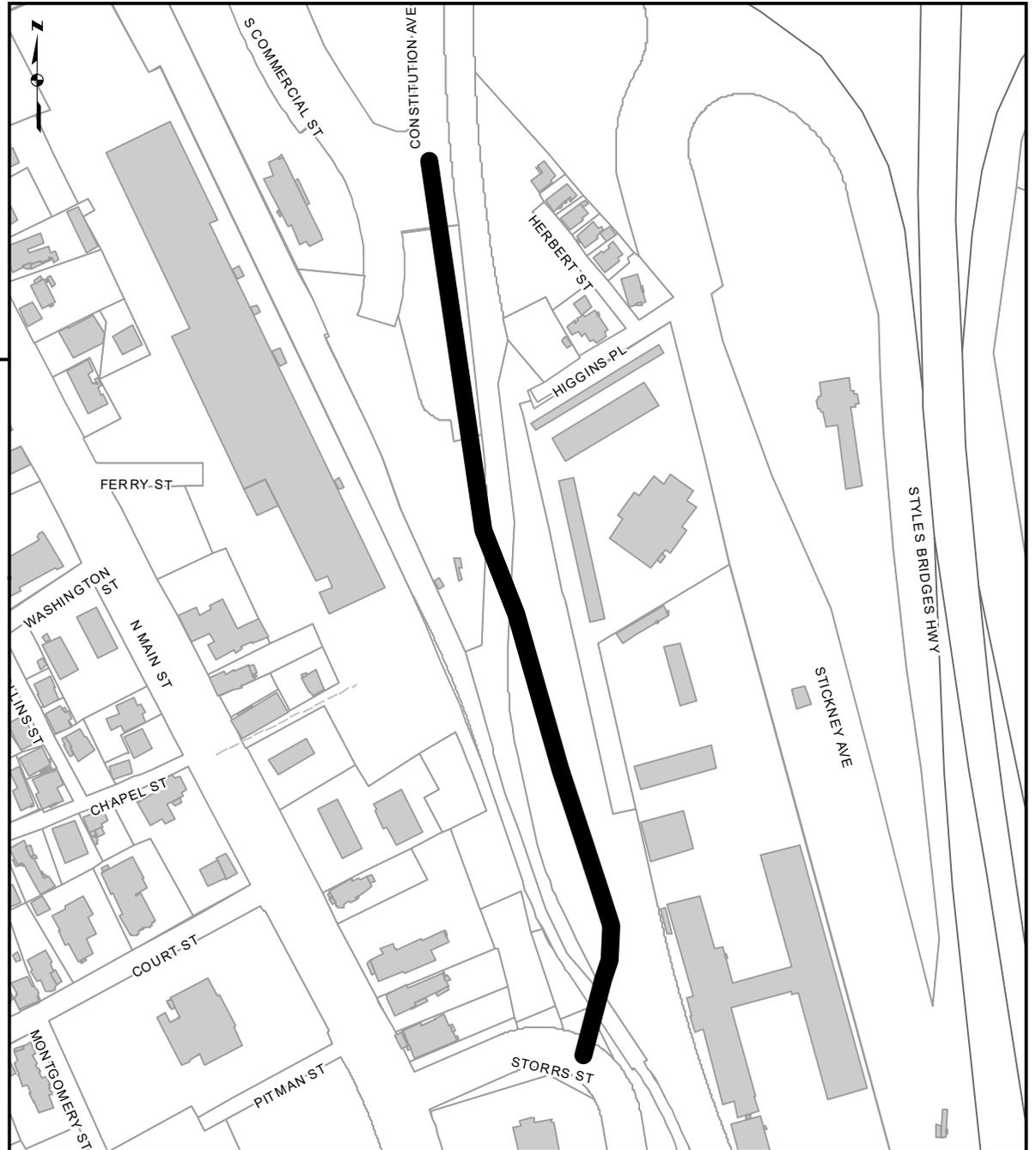
GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale



**FY 2020
CIP PROJECT #18
STORRS STREET
EXTENSION, NORTH**



**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	<input type="checkbox"/> Intersection Improvement
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to design and construct improvements to the Hoit Road / Whitney Road / Old Boyce Road intersection for the purpose of supporting continued economic development within the Whitney Road / Exit 17 commercial and industrial districts. Pending input from the NH Department of Transportation, intersection improvements may consist of a signalized intersection with turn lanes, or a round-about.

SERVICE IMPACT: Provide appropriate intersection capacity to support future economic development in the Exit 17 Corridor. Improved vehicular safety. Increased operating and maintenance costs associated with new signal.

IMPACT IF NOT FUNDED: Insufficient intersection capacity to support additional development in the Exit 17 Corridor.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2004 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

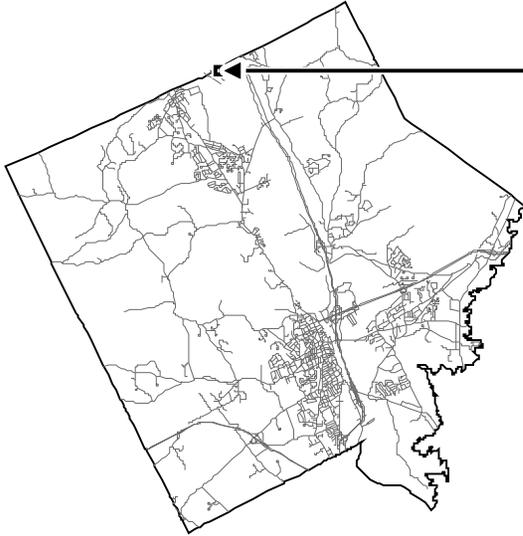
Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Donations	0	0	2,050,000	0	0	0	0	0	0	0	2,050,000
General	Impact Fees Traf Dist 1	100,000	0	200,000	0	0	0	0	0	0	0	300,000
	Total	100,000	0	2,250,000	0	0	0	0	0	0	0	2,350,000

**2020-2029
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
2020	General Impact Fees Traf Dist 1	100,000	Conceptual design of potential intersection improvements for Route 4 / Whitney Road / Old Boyce Road intersection. Analysis shall include review of potential changes to ramps at I-93 Exit 17, as well as Hannah Dustin Drive.
		\$100,000	2020 Subtotal
2022	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	2022 Subtotal
	TOTAL	\$2,350,000	



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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

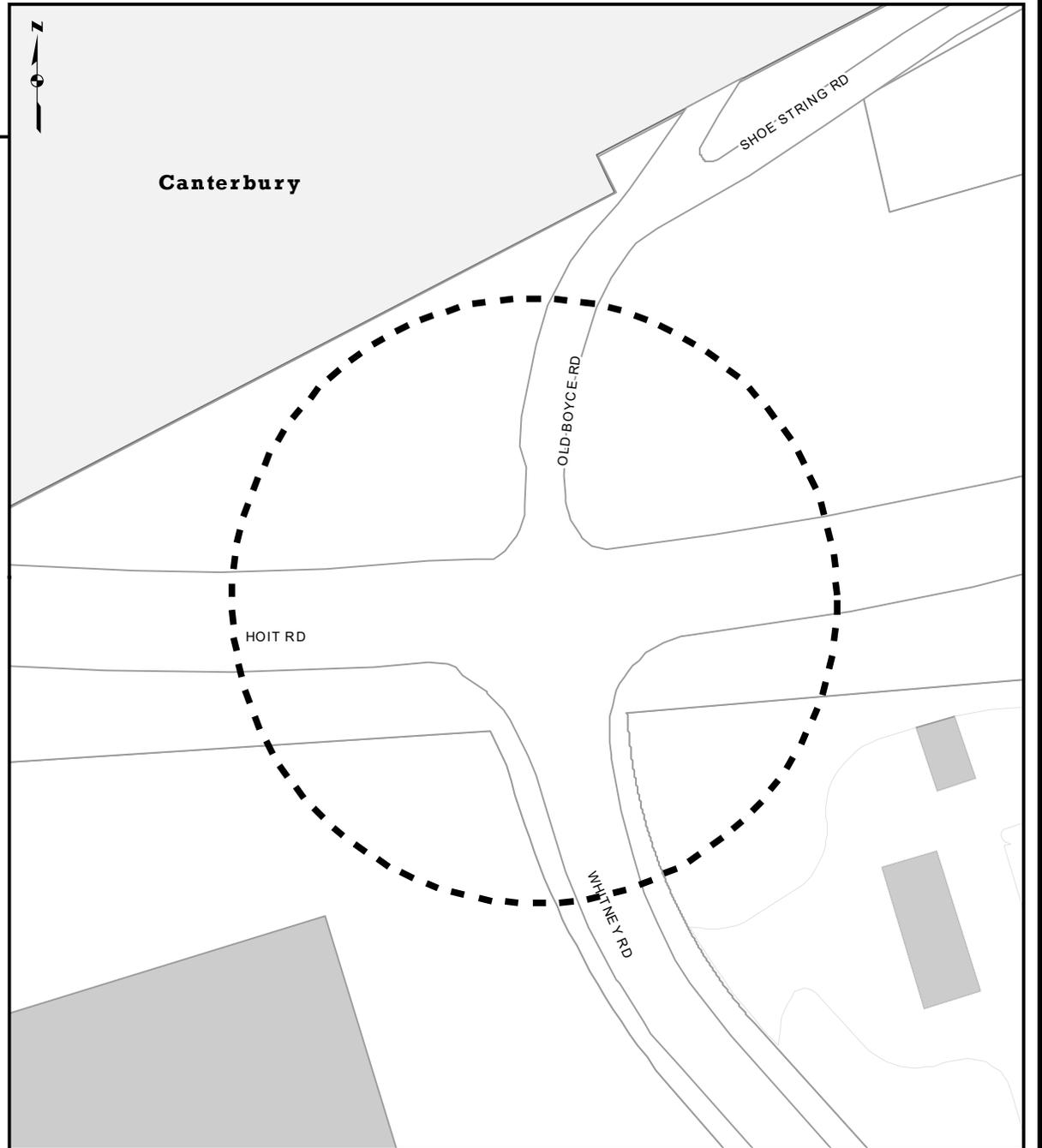
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Not to Scale



**FY 2020
CIP PROJECT #30**

**HOIT ROAD/WHITNEY ROAD
INTERSECTION SIGNALIZATION**



**2020-2029
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:	<input checked="" type="checkbox"/> New	<input type="checkbox" value="M"/> M	Safety	<input type="checkbox" value="L"/> L	Facility Cond.	<input type="checkbox" value="N/A"/> N/A	Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox" value="L"/> L	Mandates	<input type="checkbox" value="L"/> L	Service Def.	<input type="checkbox" value="N/A"/> N/A	Tax Base Exp.	<input type="checkbox" value="M"/> M City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox" value="L"/> L	O + M Costs	<input type="checkbox" value="L"/> L	Council Goals	<input type="checkbox" value="L"/> L	Timeliness	Intersection Improvement
	<input type="checkbox"/> 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)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	0	1,800,000	0	0	0	0	0	0	1,800,000
General	Impact Fees Traf Dist 3	0	0	200,000	0	0	0	0	0	0	0	200,000
	Total	0	0	200,000	1,800,000	0	0	0	0	0	0	2,000,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	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 stakeholders.
		\$200,000	2022 Subtotal
2023	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.
		\$1,800,000	2023 Subtotal
	TOTAL	\$2,000,000	

**2020-2029
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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	400,000	0	0	0	0	0	0	0	0	400,000
	Total	0	400,000	0	0	0	0	0	0	0	0	400,000

**2020-2029
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	

**2020-2029
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:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> M Safety	<input type="checkbox"/> L Facility Cond.	<input type="checkbox"/> N/A Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox"/> H Mandates	<input type="checkbox"/> H Service Def.	<input type="checkbox"/> N/A Tax Base Exp.	<input type="checkbox"/> H City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> M O + M Costs	<input type="checkbox"/> H Council Goals	<input type="checkbox"/> L Timeliness	Corridor Improvements
	<input type="checkbox"/> 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 granite 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

**2020-2029
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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Water	G.O. Bonds	0	0	0	0	0	130,000	0	0	0	0	130,000
General	G.O. Bonds	0	0	0	300,000	125,000	6,900,000	0	0	0	0	7,325,000
Sewer	G.O. Bonds	0	0	200,000	0	0	0	0	0	0	0	200,000
	Total	0	0	200,000	300,000	125,000	7,030,000	0	0	0	0	7,655,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Sewer G.O. Bonds	200,000	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.
		\$200,000	2022 Subtotal
2023	General G.O. Bonds	300,000	Right of Way Acquisition
		\$300,000	2023 Subtotal
2024	General G.O. Bonds	125,000	Relocate private business signs to accommodate utility relocation.
		\$125,000	2024 Subtotal
2025	Water G.O. Bonds	130,000	Replace deteriorated service mains, install new service mains, hydrants and valves.
	General G.O. Bonds	6,000,000	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	900,000	Construction of the signalized intersection of Manchester Street and Old Suncook Road (\$300,000). 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 (\$550,000) . Previously approved by City Council in 2005.
		\$7,030,000	2025 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#36-Manchester Street / Route 3 South
	TOTAL	\$7,655,000

**2020-2029
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:	<input checked="" type="checkbox"/> New	<input type="checkbox" value="H"/> Safety	<input type="checkbox" value="N/A"/> Facility Cond.	<input type="checkbox" value="N/A"/> Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox" value="N/A"/> Mandates	<input type="checkbox" value="L"/> Service Def.	<input type="checkbox" value="N/A"/> Tax Base Exp.	<input type="checkbox" value="N"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox" value="M"/> O + M Costs	<input type="checkbox" value="M"/> Council Goals	<input type="checkbox" value="H"/> Timeliness	Corridor Improvements
	<input type="checkbox"/> 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 the City's medical corridor.

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)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #40-Langley Parkway

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	2,860,400	0	6,795,000	0	0	0	0	0	0	9,655,400
General	Donations	0	2,860,400	0	0	0	0	0	0	0	0	2,860,400
	Total	0	5,720,800	0	6,795,000	0	0	0	0	0	0	12,515,800

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	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%).
		\$5,720,800	2021 Subtotal
2023	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.
		\$6,795,000	2023 Subtotal
	TOTAL	\$12,515,800	

**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> M	Safety	<input type="checkbox"/> L	Facility Cond.	<input type="checkbox"/> N/A	Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> N/A	Mandates	<input type="checkbox"/> H	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> M City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> N/A	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> M	Timeliness	Parks
	<input type="checkbox"/> 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, as well as to implement the goals and objectives of the Park's 2005 Master Plan.

SERVICE IMPACT: Appropriately maintains, repairs, and replaces park infrastructure thereby preserving the usability, appearance, and community satisfaction with this important recreational asset. Also reduces potential liabilities associated with deteriorated infrastructure.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	110,000	175,000	50,000	125,000	60,000	125,000	60,000	35,000	25,000	0	765,000
	Total	110,000	175,000	50,000	125,000	60,000	125,000	60,000	35,000	25,000	0	765,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #51-White Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	110,000	Repair deteriorated portions of the concrete parking lot.
		\$110,000	2020 Subtotal
2021	General G.O. Bonds	125,000	Phase I of ornamental fence repair.
	General G.O. Bonds	50,000	Masonry repairs and rebuild to Trolley stop and wall.
		\$175,000	2021 Subtotal
2022	General G.O. Bonds	50,000	Repair the retaining wall on the north side of the basket ball court.
		\$50,000	2022 Subtotal
2023	General G.O. Bonds	125,000	Phase II of perimeter ornamental fence repair / replacement.
		\$125,000	2023 Subtotal
2024	General G.O. Bonds	60,000	Full depth reconstruction of basketball court.
		\$60,000	2024 Subtotal
2025	General G.O. Bonds	125,000	Phase III of perimeter ornamental fence repair / replacement.
		\$125,000	2025 Subtotal
2026	General G.O. Bonds	60,000	Rehabilitate the impervious surface of the hockey rink.
		\$60,000	2026 Subtotal
2027	General G.O. Bonds	25,000	Replacement of all hockey rink boards and doors.
	General G.O. Bonds	10,000	Crack seal & surface coat basketball court.
		\$35,000	2027 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#51-White Park		
2028	General G.O. Bonds		25,000	Replace Irrigation system pump.
			\$25,000	2028 Subtotal
	TOTAL		\$765,000	

**2020-2029
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:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> H	Safety	<input type="checkbox"/> M	Facility Cond.	<input type="checkbox"/> N/A	Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> N/A	Mandates	<input type="checkbox"/> M	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> H City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> H	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> M	Timeliness	Parks
	<input type="checkbox"/> 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 potential liabilities associated with deteriorated facilities.

IMPACT IF NOT FUNDED: Potential liabilities associated with damaged or deteriorated infrastructure. Lack of community use due to poorly maintained facilities.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Transfer	0	0	40,000	0	0	0	0	0	0	0	40,000
General	G.O. Bonds	0	0	75,000	100,000	0	420,000	620,000	0	18,000	0	1,233,000
	Total	0	0	115,000	100,000	0	420,000	620,000	0	18,000	0	1,273,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #52-Keach Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	75,000	Addition of adult exercise equipment with poured in place safety surfacing.
	General Capital Transfer	40,000	Replace irrigation system pump and appurtenances.
		\$115,000	2022 Subtotal
2023	General G.O. Bonds	100,000	Replace playground equipment.
		\$100,000	2023 Subtotal
2025	General G.O. Bonds	400,000	Design and construction of lighting improvements at one soccer field for night games.
	General G.O. Bonds	20,000	Add water line and grade area for new outdoor skating area.
		\$420,000	2025 Subtotal
2026	General G.O. Bonds	620,000	Acquisition of property for park expansion.
		\$620,000	2026 Subtotal
2028	General G.O. Bonds	18,000	Installation of irrigation for turfing areas adjacent to the new Canterbury Road Community Center.
		\$18,000	2028 Subtotal
	TOTAL	\$1,273,000	

**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	<input type="checkbox"/> Parks
	<input type="checkbox"/> 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 II will develop playing fields (including under drainage). 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	0	0	0	625,000	0	700,000	200,000	0	1,525,000
	Total	0	0	0	0	0	625,000	0	700,000	200,000	0	1,525,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #54-Russell Martin Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	625,000	Design and Construction - West side playing field including drainage and irrigation
		\$625,000	2025 Subtotal
2027	General G.O. Bonds	700,000	Design and Construction - East side playing field including drainage and irrigation
		\$700,000	2027 Subtotal
2028	General G.O. Bonds	200,000	Design and Construction - Parking lot and landscaping improvements
		\$200,000	2028 Subtotal
	TOTAL	\$1,525,000	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #55-Rolfe Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Community Drive

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 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.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	20,000	0	0	60,000	100,000	70,000	0	0	320,000	0	570,000
	Total	20,000	0	0	60,000	100,000	70,000	0	0	320,000	0	570,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	20,000	Crack seal, colorize and stripe existing two (2) tennis courts.
		\$20,000	2020 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#55-Rolfe Park		
2023	General	G.O. Bonds	60,000	Phase I of irrigation system improvements. Design and construct a pump station, piping, and irrigation heads for baseball and soccer fields (3.5 acres).
			\$60,000	2023 Subtotal
2024	General	G.O. Bonds	100,000	Replace playground equipment utilizing poured in place safety surfacing.
			\$100,000	2024 Subtotal
2025	General	G.O. Bonds	70,000	Remove 2 old tennis courts currently closed for safety issues, reuse as area for adult exercise equipment utilizing poured in place safety surfacing.
			\$70,000	2025 Subtotal
2028	General	G.O. Bonds	300,000	Reconstruct the parking lot.
	General	G.O. Bonds	20,000	Crack seal, colorize and stripe two tennis courts and one basketball court.
			\$320,000	2028 Subtotal
			\$570,000	
TOTAL				

**2020-2029
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 SERVED: New Safety Facility Cond. Productivity
 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: 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	105,000	0	175,000	0	40,000	40,000	200,000	175,000	0	14,000	749,000
	Total	105,000	0	175,000	0	40,000	40,000	200,000	175,000	0	14,000	749,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #56-Rollins Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	80,000	Final phase of stone wall repairs along Broadway.
	General G.O. Bonds	25,000	Repair historic stone bridge.
		\$105,000	2020 Subtotal
2022	General G.O. Bonds	175,000	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.
		\$175,000	2022 Subtotal
2024	General G.O. Bonds	40,000	Install automatic irrigation to Rollins Park athletic fields (softball and baseball fields, which are also used for Field Hockey during the fall months).
		\$40,000	2024 Subtotal
2025	General G.O. Bonds	40,000	Replace baseball and softball field backstops.
		\$40,000	2025 Subtotal
2026	General G.O. Bonds	200,000	Replace playground equipment utilizing poured in place safety surfacing.
		\$200,000	2026 Subtotal
2027	General G.O. Bonds	175,000	Restore the former pond / water feature. Includes decorative aeration fountain and protective fencing.
		\$175,000	2027 Subtotal
2029	General G.O. Bonds	14,000	Crack seal, colorize and stripe basketball and tennis court.
		\$14,000	2029 Subtotal
	TOTAL	\$749,000	

**2020-2029
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 SERVED: New Safety Facility Cond. Productivity
 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: 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	110,000	0	110,000
	Total	0	0	0	0	0	0	0	0	110,000	0	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

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

**2020-2029
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 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 Parks

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. As such, the 2009 plan called for the design and construction of a premiere synthetic turf multi-purpose athletic field and associated infrastructure including grandstands, locker rooms, concessions, a storage building, lighting, as well as parking lots.

In FY2017 the consulting firm VHB was engaged to undertake preliminary design of proposed improvements, as well as update cost estimates for the project. As of January 2019, final plans and all development permits and approvals have been secured 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	2,100,000	0	0	900,000	0	0	400,000	0	0	3,400,000
General	Donations	0	300,000	0	0	0	0	0	0	0	200,000	500,000
	Total	0	2,400,000	0	0	900,000	0	0	400,000	0	200,000	3,900,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #59-Terrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	2,100,000	Phase 1: Construct multi-purpose playing field, lighting, fencing, new parking lot and maintenance/storage building per 2018 concept plan prepared by VHB and approved by City Council.
	General Donations	300,000	Donations and grants share of project costs.
		\$2,400,000	2021 Subtotal
2024	General G.O. Bonds	900,000	Phase 2: Construct combination bathroom/concession building, playground, per 2018 concept plan prepared by VHB and approved by City Council.
		\$900,000	2024 Subtotal
2027	General G.O. Bonds	400,000	Phase 3 - Construct pavilion and add fitness equipment along paved trail per 2018 concept plan prepared by VHB and approved by City Council.
		\$400,000	2027 Subtotal
2029	General Donations	200,000	Placeholder for potential playground expansion.
		\$200,000	2029 Subtotal
	TOTAL	\$3,900,000	

**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	<input type="checkbox"/> Parks
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Donations	0	0	0	50,000	0	0	0	0	0	0	50,000
General	G.O. Bonds	0	120,000	0	350,000	0	550,000	600,000	0	0	0	1,620,000
	Total	0	120,000	0	400,000	0	550,000	600,000	0	0	0	1,670,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	120,000	Design and permitting for park improvements (Skateboard Park, Covered Pavilion, and Field/Event Space).
		\$120,000	2021 Subtotal
2023	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.
		\$400,000	2023 Subtotal
2025	General G.O. Bonds	300,000	Design and construct a covered Pavilion.
	General G.O. Bonds	250,000	Design and construct multipurpose field / event space.
		\$550,000	2025 Subtotal
2026	General G.O. Bonds	600,000	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.
		\$600,000	2026 Subtotal
	TOTAL	\$1,670,000	

**2020-2029
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	<input type="checkbox"/> New	<input type="text" value="M"/>	Safety	<input type="text" value="M"/>	Facility Cond.	<input type="text" value="N/A"/>	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="N/A"/>	Mandates	<input type="text" value="M"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="H"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="N/A"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="M"/>	Timeliness	Public Facilities
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Close-out	11,183	0	0	0	0	0	0	0	0	0	11,183
General	G.O. Bonds	45,000	850,000	285,000	400,000	550,000	550,000	200,000	200,000	200,000	0	3,280,000
	Total	56,183	850,000	285,000	400,000	550,000	550,000	200,000	200,000	200,000	0	3,291,183

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	45,000	Replace chlorinators and pumps at 6 (six) pools.
	General Capital Close-out	11,183	Replace chlorinators and pumps at 6 (six) pools.
		\$56,183	2020 Subtotal
2021	General G.O. Bonds	550,000	Merrill Park pool replacement.
	General G.O. Bonds	300,000	Replace slate roof at West Street Ward House. Includes repair / replacement of approximately 15 rafters, additional underlayment, partial removal of 1 chimney to reduce roof penetrations, as well as removal of lead paint at soffits.
		\$850,000	2021 Subtotal
2022	General G.O. Bonds	150,000	Replace Green Street Community Center roof (last done in 1997).
	General G.O. Bonds	100,000	Replace wood floor at West Street Ward House.
	General G.O. Bonds	35,000	Replace the windows at the West Street Ward House.
		\$285,000	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
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

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#63-City Wide Recreation Facility Improvements		
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	\$3,291,183		

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	<input type="checkbox"/> Public Facilities
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	1,025,000	0	0	0	0	0	0	0	1,025,000
Arena	G.O. Bonds	0	260,000	175,000	0	650,000	100,000	0	0	0	0	1,185,000
	Total	0	260,000	1,200,000	0	650,000	100,000	0	0	0	0	2,210,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #64-Arena Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Arena G.O. Bonds	175,000	Replace compressors (1960 vintage).
	Arena G.O. Bonds	85,000	Strip and shingle north and south roofs.
		\$260,000	2021 Subtotal
2022	General G.O. Bonds	1,025,000	General Fund portion of the parking lot reconstruction. Excludes parking lot expansion proposed in CIP 61 Kiwanis Park in FY2026.
	Arena G.O. Bonds	100,000	Replace Zamboni.
	Arena G.O. Bonds	75,000	Arena portion of parking lot reconstruction.
		\$1,200,000	2022 Subtotal
2024	Arena G.O. Bonds	650,000	Final design and construction of a new lobby.
		\$650,000	2024 Subtotal
2025	Arena G.O. Bonds	100,000	Replace Munters Dehumidification System.
		\$100,000	2025 Subtotal
	TOTAL	\$2,210,000	

**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Close-out	14,981	0	0	0	0	0	0	0	0	0	14,981
General	G.O. Bonds	165,000	1,625,000	650,000	515,000	10,000	200,000	250,000	200,000	250,000	0	3,865,000
	Total	179,981	1,625,000	650,000	515,000	10,000	200,000	250,000	200,000	250,000	0	3,879,981

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	95,000	Replace Chiller #2.
	General G.O. Bonds	60,000	Replace six fan coil units. Phase III of III.
	General Capital Close-out	14,981	Replace Audi carpet in the stairways, balcony, and orchestra area.
	General G.O. Bonds	10,000	Replace Audi carpet in the stairways, balcony, and orchestra area.
		\$179,981	2020 Subtotal
2021	General G.O. Bonds	565,000	Replace concrete sidewalks and plazas at City Hall Campus, as well as additional landscape improvements.
	General G.O. Bonds	400,000	Masonry improvements. Phase I - Audi Side.
	General G.O. Bonds	230,000	Replace exterior lighting at City Hall.
	General G.O. Bonds	155,000	In-kind replacement of City Hall handicap accessible entry ramp.
	General G.O. Bonds	150,000	Replace two roof top units above city auditorium.
	General G.O. Bonds	55,000	Updated exterior way finding signage at City Hall.
	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.
	General G.O. Bonds	15,000	Flag pole replacement.
		\$1,625,000	2021 Subtotal
2022	General G.O. Bonds	400,000	Masonry improvements. Phase II.
	General G.O. Bonds	250,000	Replace the elevator at City Hall.
		\$650,000	2022 Subtotal
2023	General G.O. Bonds	400,000	Masonry improvements. Phase III
	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.
		\$515,000	2023 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#65-City Hall Renovations		
2024	General G.O. Bonds	10,000	10,000	Replace re-heat coils at City Hall at outside air intake.
			\$10,000	2024 Subtotal
2025	General G.O. Bonds	200,000	200,000	Placeholder for renovations.
			\$200,000	2025 Subtotal
2026	General G.O. Bonds	200,000	200,000	Placeholder for renovations.
	General G.O. Bonds	50,000	50,000	Security system installation. Door hardware and card reader system compatible with police building system
			\$250,000	2026 Subtotal
2027	General G.O. Bonds	200,000	200,000	Placeholder for renovations.
			\$200,000	2027 Subtotal
2028	General G.O. Bonds	250,000	250,000	Placeholder for renovations.
			\$250,000	2028 Subtotal
	TOTAL		\$3,879,981	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #68-Library

I. PROJECT TYPE: Public Buildings

II. LOCATION: 45 Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	<input type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	<input type="checkbox"/> Public Facilities
	<input type="checkbox"/> 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: 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)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #68-Library

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	12,500	0	500,000	0	0	0	0	875,000	8,730,000	0	10,117,500
General	Donations	12,500*	0	0	0	0	0	0	95,000	970,000	0	1,077,500
	Total	25,000	0	500,000	0	0	0	0	970,000	9,700,000	0	11,195,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General Donations	12,500	Council change 6/17/2019
	General G.O. Bonds	12,500	Council change 6/17/2019
		<u>\$25,000</u>	2020 Subtotal
2022	General G.O. Bonds	500,000	Property acquisition for expansion of Concord Public Library (Green Street) 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>\$11,195,000</u>	

**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> H Safety	<input type="checkbox"/> L Facility Cond.	<input type="checkbox"/> L Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox"/> H Mandates	<input type="checkbox"/> L Service Def.	<input type="checkbox"/> N/A Tax Base Exp.	<input type="checkbox"/> H City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> L O + M Costs	<input type="checkbox"/> L Council Goals	<input type="checkbox"/> N/A Timeliness	<input type="checkbox"/> Airport
	<input type="checkbox"/> 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 for Runway 17/35 located near Grant and Greeley Streets. Property acquisition began in 2005. The City has acquired seven of the eight targeted properties using 2008 FAA Grant. At the time, the owner of the eighth property did not wish to sell. The 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Other	State	0	0	0	0	0	23,750	0	0	0	0	23,750
Other	Federal	0	0	0	0	0	427,500	0	0	0	0	427,500
Airport	Capital Transfer	0	0	0	0	0	23,750	0	0	0	0	23,750
	Total	0	0	0	0	0	475,000	0	0	0	0	475,000

**2020-2029
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	

**2020-2029
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 N/A Safety L Facility Cond. N/A Productivity
SERVED: Replace N/A Mandates N/A Service Def. N/A Tax Base Exp. H City Master Pl.
 Rebuild L O + M Costs N/A Council Goals L 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Airport	Capital Transfer	0	0	0	27,778	0	0	0	0	0	0	27,778
Other	State	0	0	0	27,778	147,778	147,778	0	50,000	0	0	373,334
Airport	G.O. Bonds	0	0	0	0	147,778	147,778	0	50,000	0	0	345,556
Other	Federal	0	0	0	500,000	2,660,000	2,660,000	0	900,000	0	0	6,720,000
	Total	0	0	0	555,556	2,955,556	2,955,556	0	1,000,000	0	0	7,466,668

**2020-2029
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.
		\$555,556	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.
		\$2,955,556	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.
		\$2,955,556	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.
		\$1,000,000	2027 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#72-Runway Pavement Improvements
TOTAL		\$7,466,668

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<u>N/A</u> Safety	<input type="checkbox"/> Facility Cond.	<u>N/A</u> Productivity	
	<input checked="" type="checkbox"/> 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.
	<input type="checkbox"/> Rebuild	<u>L</u> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	Airport
	<input type="checkbox"/> 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, and 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Airport	Capital Transfer	0	0	0	25,000	0	10,000	10,000	10,000	0	0	55,000
Airport	G.O. Bonds	155,000	0	60,000	0	30,000	0	0	0	0	0	245,000
	Total	155,000	0	60,000	25,000	30,000	10,000	10,000	10,000	0	0	300,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #75-General Airport Repairs

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Airport G.O. Bonds	120,000	Hangar #3: New ceiling tiles, LED lighting, and air circulation equipment.
	Airport G.O. Bonds	35,000	Hangar #3: Drainage repairs and improvements.
		\$155,000	2020 Subtotal
2022	Airport G.O. Bonds	60,000	Hangar roof replacement.
		\$60,000	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.
		\$25,000	2023 Subtotal
2024	Airport G.O. Bonds	30,000	Refurbish/replace outdated heating equipment in the terminal building.
		\$30,000	2024 Subtotal
2025	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		\$10,000	2025 Subtotal
2026	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		\$10,000	2026 Subtotal
2027	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		\$10,000	2027 Subtotal
	TOTAL	\$300,000	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	<input type="checkbox"/> Airport
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Other	Federal	225,000*	0	0	0	0	0	0	630,000	0	0	855,000
Other	State	12,500*	0	0	0	0	0	0	35,000	0	0	47,500
Airport	Capital Transfer	12,500	0	0	0	0	0	0	35,000	0	0	47,500
	Total	250,000	0	0	0	0	0	0	700,000	0	0	950,000

**2020-2029
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	225,000	Purchase new 10 wheeler dump truck with associated plows and de-icing equipment. Federal Share.
	Airport Capital Transfer	12,500	City portion.
	Other State	12,500	State portion.
		\$250,000	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	\$950,000	

**2020-2029
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	<input type="checkbox"/> New	<input type="checkbox" value="M"/> M	Safety	<input type="checkbox" value="M"/> M	Facility Cond.	<input type="checkbox" value="L"/> L	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="checkbox" value="N/A"/> N/A	Mandates	<input type="checkbox" value="H"/> H	Service Def.	<input type="checkbox" value="L"/> L	Tax Base Exp.	<input type="checkbox" value="H"/> H City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox" value="N/A"/> N/A	O + M Costs	<input type="checkbox" value="M"/> M	Council Goals	<input type="checkbox" value="M"/> M	Timeliness	Road Resurfacing
	<input type="checkbox"/> 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; cold planing and reclaiming. Cold planing / overlaying involves removal of the top 1-2" of existing pavement with a milling machine, 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 foundation for new pavement.

All streets scheduled for cold plane / overlay or reclamation 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 roadway surfaces and drainage infrastructure. Reduced maintenance. Improved drivability / rideability for motorists.

IMPACT IF NOT FUNDED: Deferred maintenance results in increased deterioration of roadway infrastructure, thus necessitating more involved and expensive repairs in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years) 20

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #78-Annual Highway Improvement Program

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Highway Reserve	3,050,000	2,212,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	26,447,000
	Total	3,050,000	2,212,000	2,375,000	2,550,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	2,710,000	26,447,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General Highway Reserve	2,725,000	COLD PLANE OVERLAYS: Eastside Dr. (from house #244 heading west 1,500') Hoit Rd (from Mountain Road to house #180 and from house #194 to Loudon town line) MAINTENANCE OVERLAYS: Blake St; Full Length Borough Rd; River to Blueberry Broad Cove Dr; Full Length Downing St; Full Length Forest St; Auburn to Ridge Liberty St; Centre to Pleasant Norwich St; Clinton to Wilson Pine St; Full Length Pleasant St; Rum Hill to Langley Parkway Thayer Pond Rd; Full Length Washington St; Full Length Main to Centre RECLAIM: 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.
		\$3,050,000	2020 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

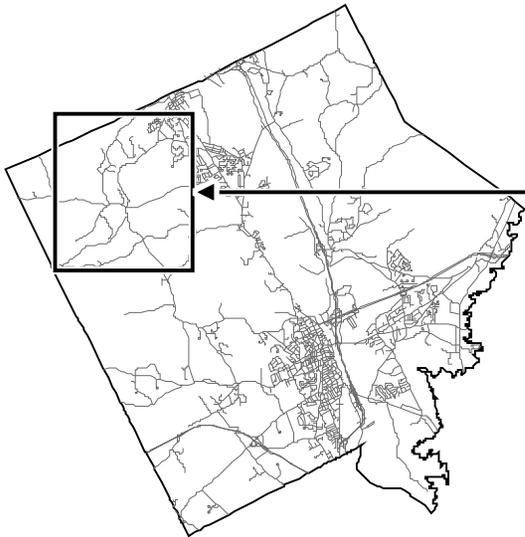
PROJECT:	GS-HIGHWAY / UTILITIES	#78-Annual Highway Improvement Program	
2021	General Highway Reserve	1,887,000	MAINTENANCE OVERLAY: Allison St; Full Length Chase St; Full Length Clinton St; Princeton to South Spring Cornell St; Full Length Cypress St; Full Length Dartmouth St; Full Length Harvard St; Full Length Morton St; Full Length Noyes St; Full Length Princeton St; Full Length Springfield St; Full Length Yale St; Full Length N Spring St; Full Length Rumford St; Pleasant St to Albin RECLAIM: Bishops Gate; Full Length Joffre St; Full Length Knoll St; Full Length Martin St; Full Length Penacook St; Rumford to Auburn
	General Highway Reserve	200,000	Pavement Preservation.
	General Highway Reserve	100,000	Drainage repairs.
	General Highway Reserve	25,000	Emergency overlays.
		\$2,212,000	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

**2020-2029
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.

**2020-2029
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
2029	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	2029 Subtotal
	TOTAL	\$26,447,000	



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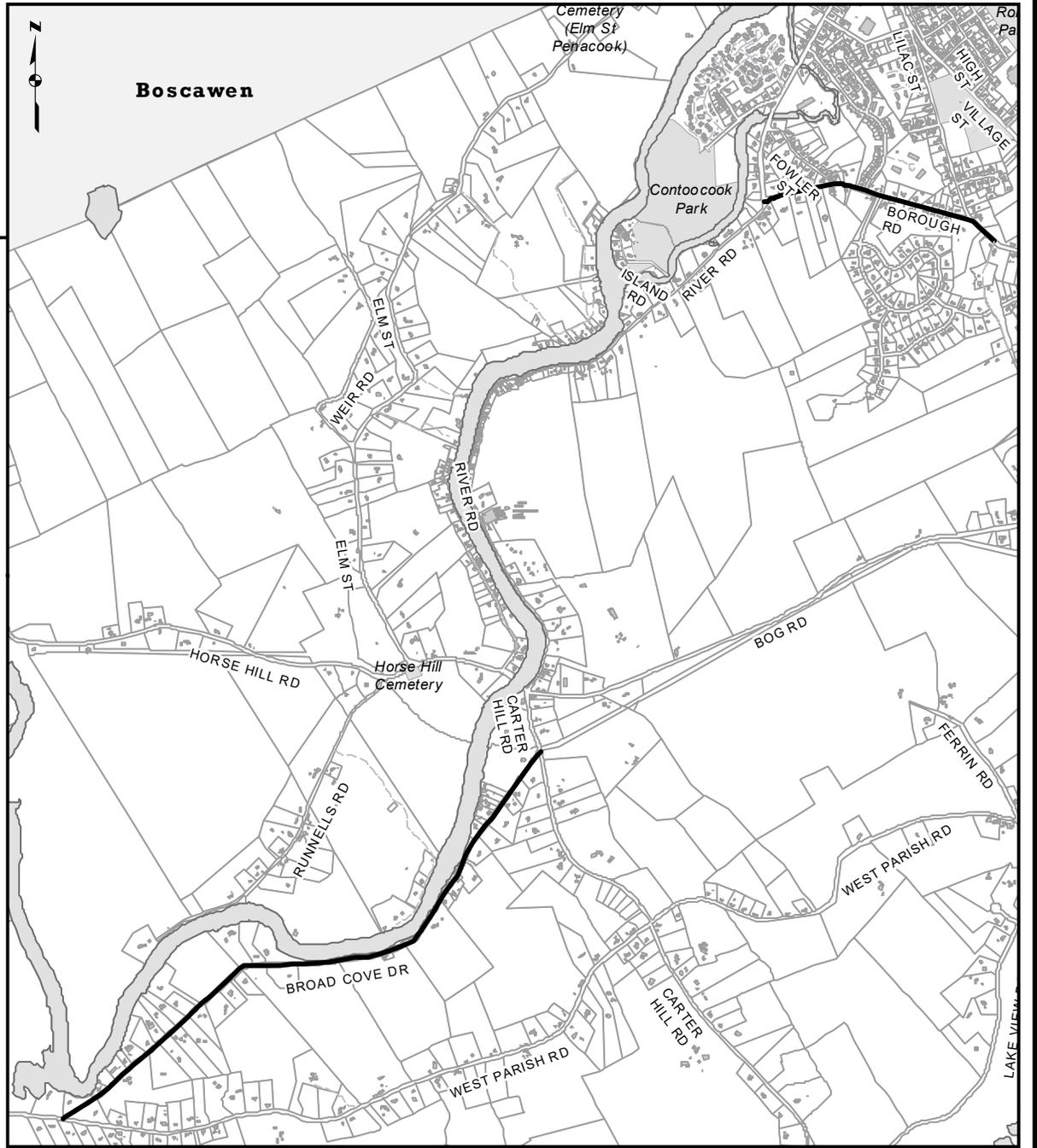
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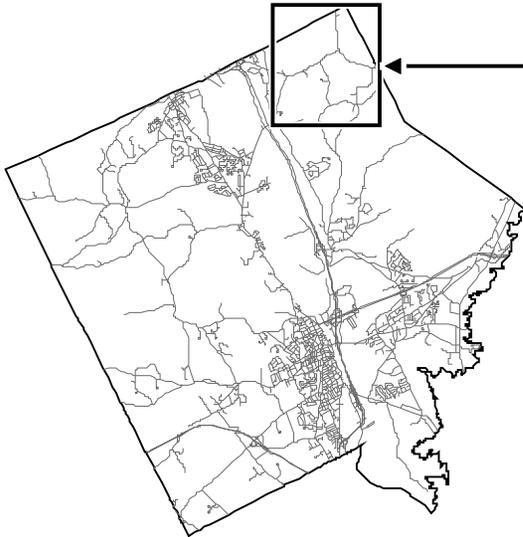
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**FY 2020
 CIP PROJECT #78**

**ANNUAL HIGHWAY
 IMPROVEMENT PROGRAM**





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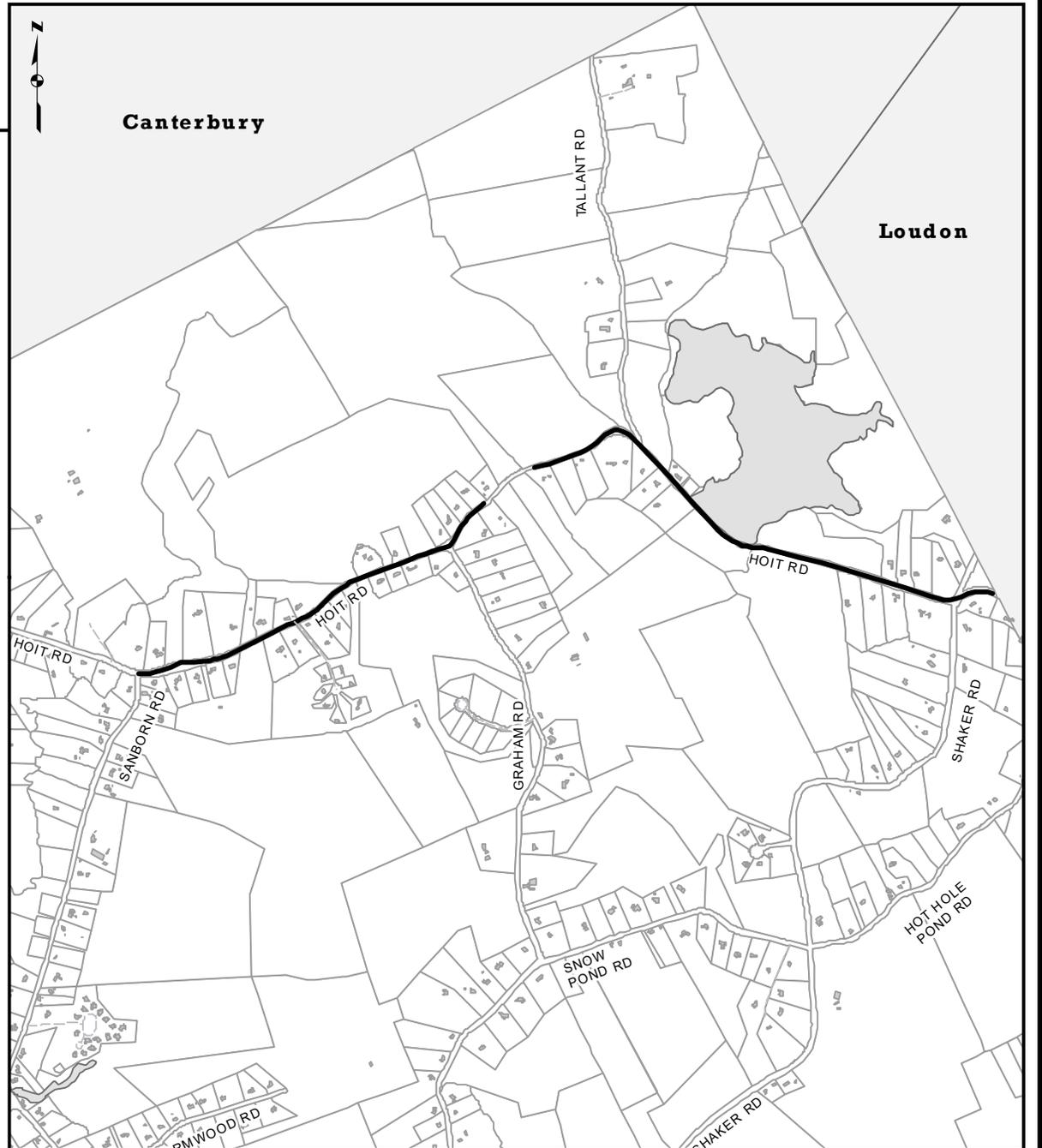
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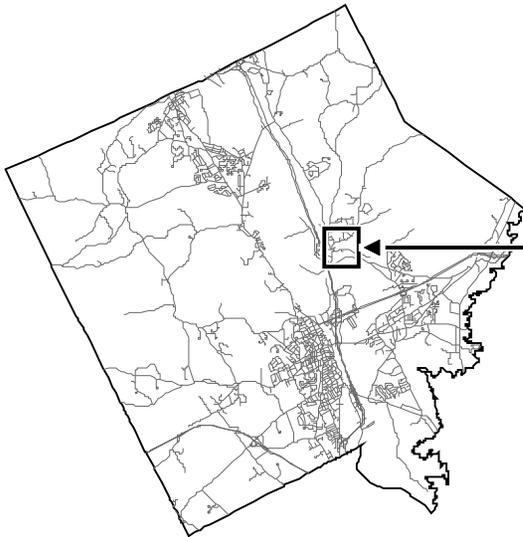
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**FY 2020
 CIP PROJECT #78**

**ANNUAL HIGHWAY
 IMPROVEMENT PROGRAM**





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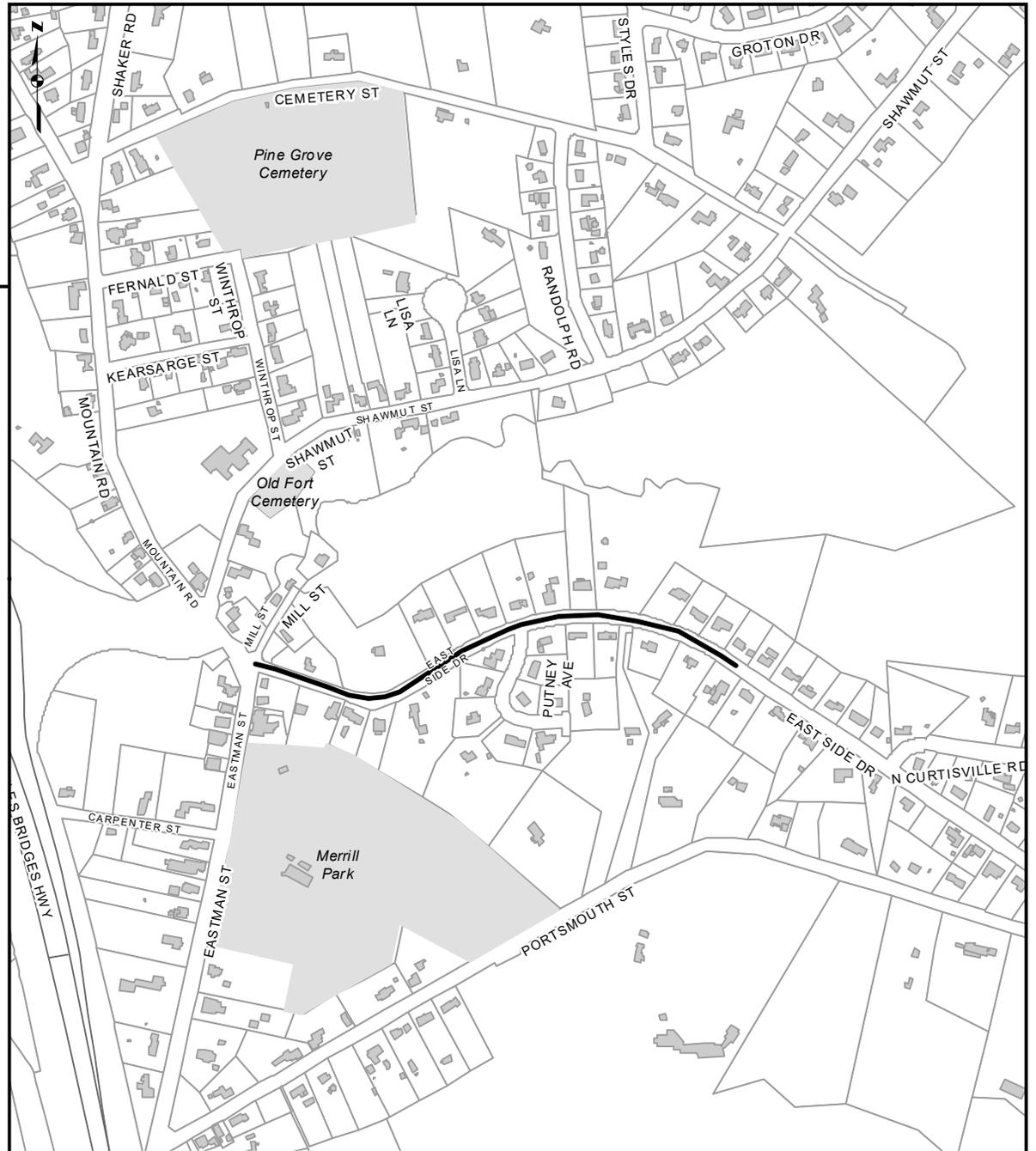
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**FY 2020
 CIP PROJECT #78**

**ANNUAL HIGHWAY
 IMPROVEMENT PROGRAM**





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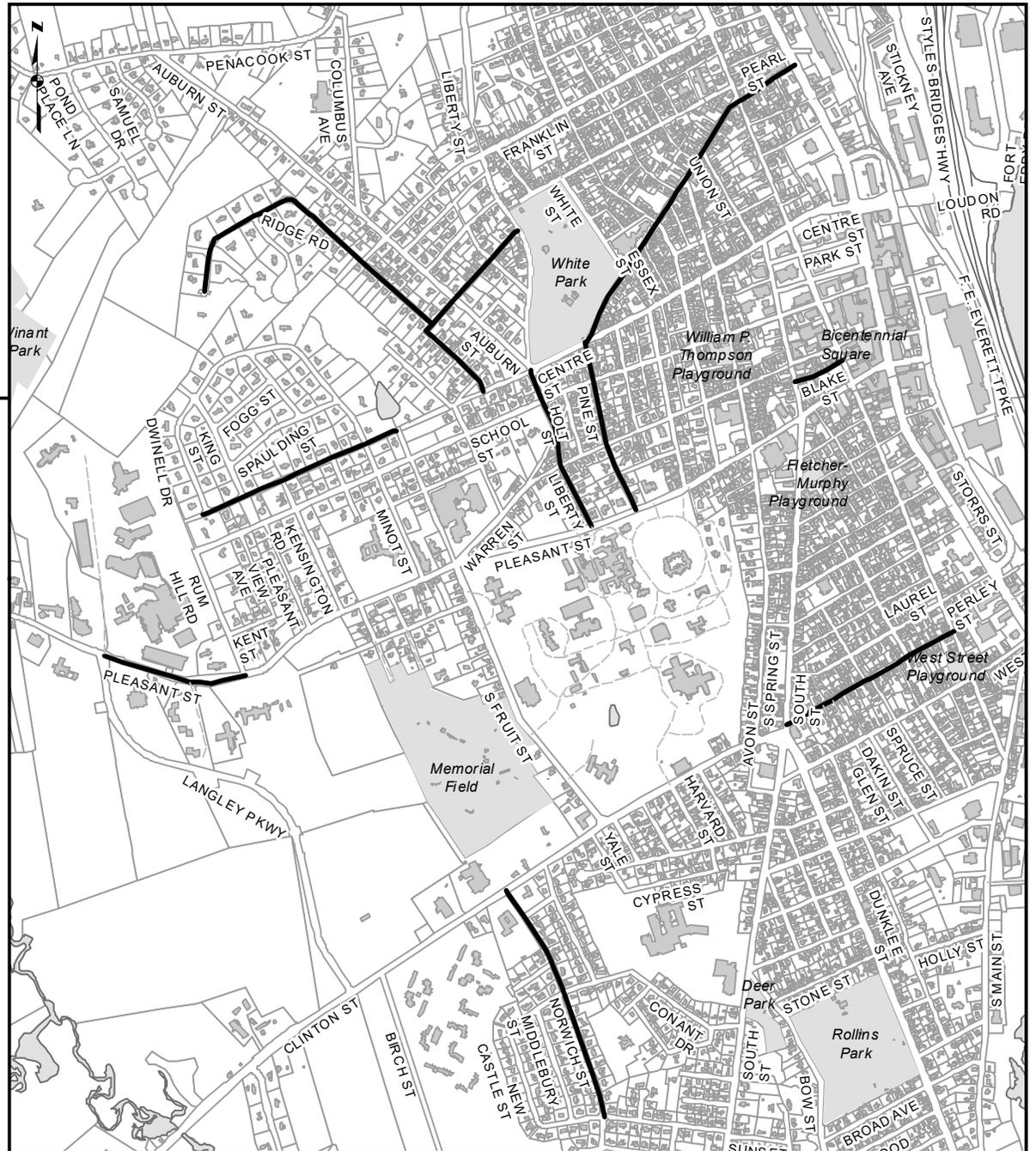
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**FY 2020
 CIP PROJECT #78**

**ANNUAL HIGHWAY
 IMPROVEMENT PROGRAM**



**Proposed \$1,000,000 spending
plan prioritized**

05/01/19

Revised 05/15/19

Approved By Council 06/17/19

STREET NAME	SECTION DESCRIPTION	Length	2017 PCI
Reclaim			
Ormond St.	Loudon to Christian	1,300	26
Hutchins St.	N. State St. to the Treatment Plant	1,500	31
Sylvester St.	Full Length	675	23
Coldplane/Overlay			
Penacook St.	Rumford to Bradley	800	38
Shawmut St.	Full Length	4,000	38
Sewalls Falls Rd.	Second St. to Abbott Rd.	1,900	65
Horse Hill Rd.	Runnells Rd. 3,000 feet westerly	3,000	28
Shaker Rd.	Snow Pond Rd. to Hoit Rd.	5,500	41
Hutchins St.	Sections from Treatment Plant to W. Parish	2,000	31
TOTAL LINEAR FEET		20,675	

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**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #83-Storm Water Improvements

I. PROJECT TYPE: Storm Sewer

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Replace	<input type="checkbox"/> Rebuild	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis	<input type="checkbox"/> Safety	<input type="checkbox"/> Mandates	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Productivity	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> Timeliness	<input type="checkbox"/> City Master Pl.	<input type="checkbox"/> Other
					N/A	M	H	N/A	H	N/A	N/A	N/A	M		

DESCRIPTION: A City-wide master plan of existing storm drainage facilities was completed and approved by City Council in 2007. The study included 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	300,000	0	100,000	1,900,000	1,250,000	1,250,000	1,500,000	1,500,000	1,500,000	0	9,300,000
	Total	300,000	0	100,000	1,900,000	1,250,000	1,250,000	1,500,000	1,500,000	1,500,000	0	9,300,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #83-Storm Water Improvements

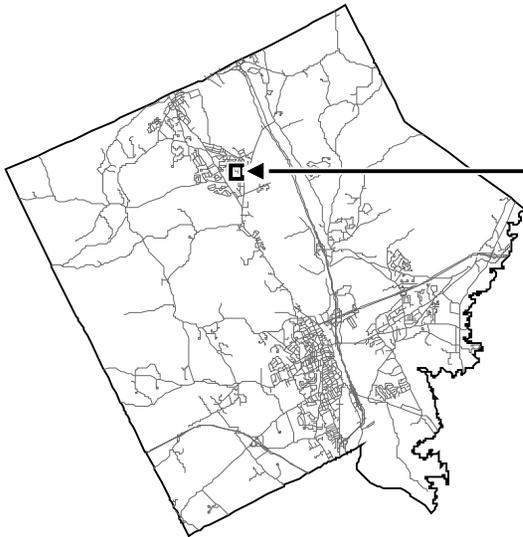
VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	300,000	Design, permitting, and construction of culvert replacement on Alder Creek Drive (Beaver Meadow Brook).
		\$300,000	2020 Subtotal
2022	General G.O. Bonds	100,000	Design and permitting Lincoln Street drainage improvements.
		\$100,000	2022 Subtotal
2023	General G.O. Bonds	1,250,000	Placeholder: Major drainage infrastructure improvements.
	General G.O. Bonds	650,000	Construction of drainage improvements within the Lincoln Street drainage area.
		\$1,900,000	2023 Subtotal
2024	General G.O. Bonds	1,250,000	Placeholder: Major drainage infrastructure improvements.
		\$1,250,000	2024 Subtotal
2025	General G.O. Bonds	1,250,000	Placeholder: Major drainage infrastructure improvements.
		\$1,250,000	2025 Subtotal
2026	General G.O. Bonds	1,500,000	Placeholder: Major drainage infrastructure 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		\$9,300,000	

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #83-Storm Water Improvements



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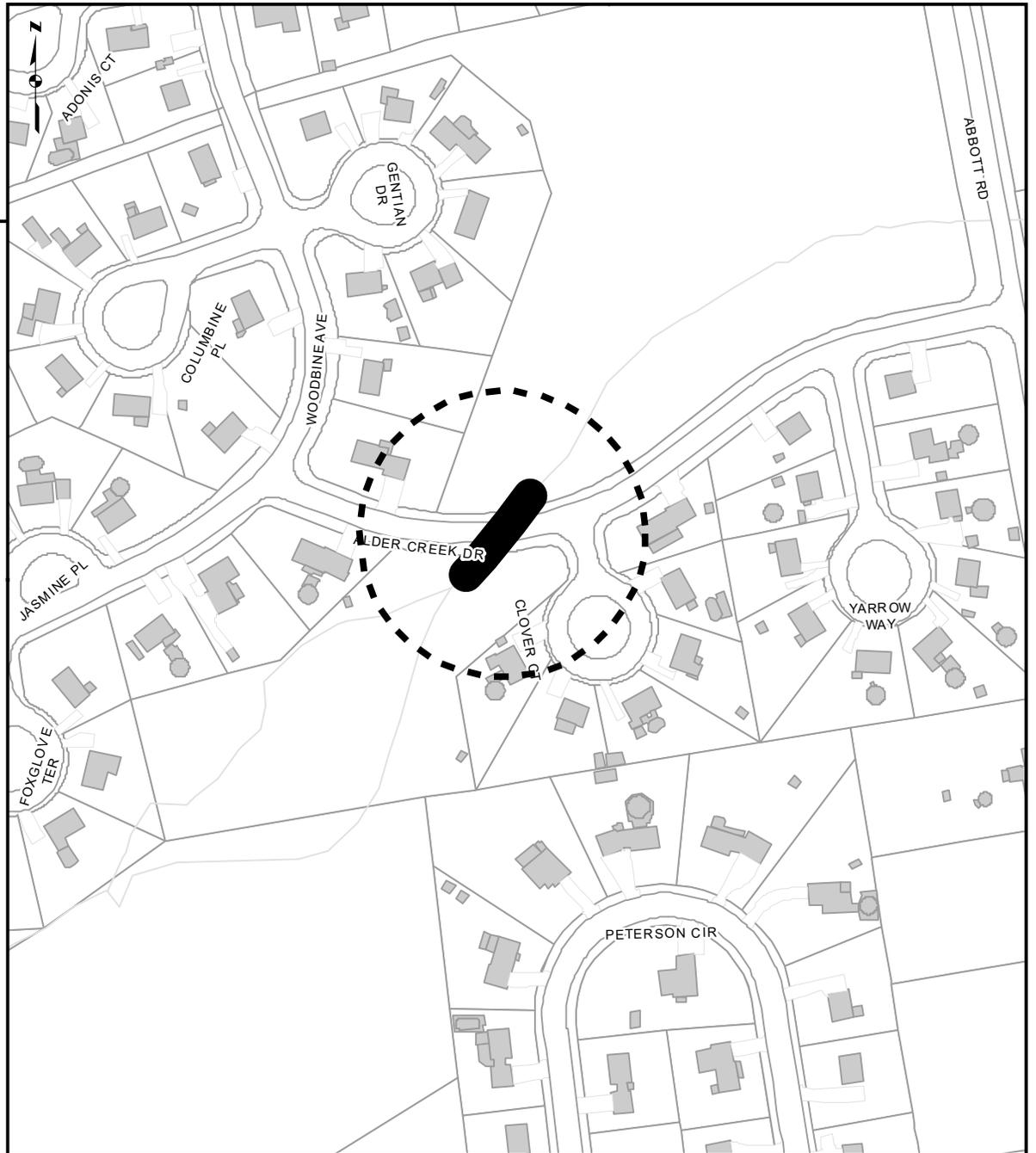
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**FY 2020
 CIP PROJECT #83**

**STORM WATER
 IMPROVEMENTS**



**2020-2029
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 SERVED: New M Safety M 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 M Timeliness Water
 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Water	G.O. Bonds	0	0	0	0	0	560,000	250,000	0	825,000	0	1,635,000
	Total	0	0	0	0	0	560,000	250,000	0	825,000	0	1,635,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water G.O. Bonds	560,000	Design and line approximately 2,800 LF of 10" water main on School Street from Rumhill Rd. to Westbourne Rd.
		\$560,000	2025 Subtotal

**2020-2029
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	825,000	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.
		\$825,000	2028 Subtotal
	TOTAL	\$1,635,000	

**2020-2029
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:	<input type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Water	G.O. Bonds	0	475,000	750,000	600,000	1,100,000	0	0	0	0	0	2,925,000
	Total	0	475,000	750,000	600,000	1,100,000	0	0	0	0	0	2,925,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Water G.O. Bonds	475,000	Design and replace 1,500 feet of 6 inch main on Joffre Street.
		<u>\$475,000</u>	2021 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#85-Water Main Replacement	
2022	Water G.O. Bonds	750,000	Design and replace 2,460 feet of 8 inch main on Curtice Ave., Foster St., Prospect St., Blanchard St. and Perkins Ct.
		\$750,000	2022 Subtotal
2023	Water G.O. Bonds	600,000	Design and replace 1,900 feet of 6 inch main on Lawrence Street.
		\$600,000	2023 Subtotal
2024	Water G.O. Bonds	1,100,000	Design and replace 8 inch main on Hullbakers Place, B St., Heights Rd., Vernon St., Elliot St., Essex St., and Rolinda Ave.
		\$1,100,000	2024 Subtotal
	TOTAL	\$2,925,000	

**2020-2029
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 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. Water

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Water	G.O. Bonds	0	575,000	0	0	0	1,000,000	0	0	0	0	1,575,000
	Total	0	575,000	0	0	0	1,000,000	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

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#86-Water Main Construction	
2025	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	2025 Subtotal
	TOTAL	\$1,575,000	

**2020-2029
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 SERVED: New Safety Facility Cond. Productivity
 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: 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Water	G.O. Bonds	4,210,000	250,000	100,000	0	100,000	230,000	150,000	400,000	0	0	5,440,000
Water	Capital Close-out	40,011	0	0	0	0	0	0	0	0	0	40,011
Water	Capital Transfer	30,000	0	0	0	0	0	0	0	0	0	30,000
	Total	4,280,011	250,000	100,000	0	100,000	230,000	150,000	400,000	0	0	5,510,011

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #88-Water Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Water G.O. Bonds	4,210,000	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 Close-out	40,011	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, as well as off-loading chemicals and equipment.
		\$4,280,011	2020 Subtotal
2021	Water G.O. Bonds	250,000	Maintenance Shop refurbishment, structural and architectural improvements. Master Plan Phase II recommendation.
		\$250,000	2021 Subtotal
2022	Water G.O. Bonds	100,000	Install baffles in the clear well to prevent short circuiting and improve critical chemical contact time.
		\$100,000	2022 Subtotal
2024	Water G.O. Bonds	100,000	Rebuilding four treatment trains - concrete work.
		\$100,000	2024 Subtotal
2025	Water G.O. Bonds	150,000	Pipe gallery valve replacement.
	Water G.O. Bonds	80,000	Replace eight flocculator units.
		\$230,000	2025 Subtotal
2026	Water G.O. Bonds	150,000	Pipe Gallery valve replacements.
		\$150,000	2026 Subtotal
2027	Water G.O. Bonds	400,000	Filter and underdrain improvements.
		\$400,000	2027 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#88-Water Plant Improvements	
	TOTAL		\$5,510,011

**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> H Safety	<input type="checkbox"/> N/A Facility Cond.	<input type="checkbox"/> N/A Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox"/> L Mandates	<input type="checkbox"/> H Service Def.	<input type="checkbox"/> N/A Tax Base Exp.	<input type="checkbox"/> H City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> L O + M Costs	<input type="checkbox"/> L Council Goals	<input type="checkbox"/> L Timeliness	Sewer
	<input type="checkbox"/> 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 Street 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Sewer	G.O. Bonds	0	0	0	0	0	0	0	450,000	7,100,000	0	7,550,000
	Total	0	0	0	0	0	0	0	450,000	7,100,000	0	7,550,000

**2020-2029
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
2027	Sewer G.O. Bonds	275,000	Design engineering for complete refurbishment of second 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.
		\$450,000	2027 Subtotal
2028	Sewer G.O. Bonds	4,300,000	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.
		\$7,100,000	2028 Subtotal
	TOTAL	\$7,550,000	

**2020-2029
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:

<input type="checkbox"/> New	<u>N/A</u> Safety	<u>M</u> Facility Cond.	<u>N/A</u> Productivity	
<input checked="" type="checkbox"/> Replace	<u>N/A</u> Mandates	<u>H</u> Service Def.	<u>L</u> Tax Base Exp.	<u>H</u> City Master Pl.
<input type="checkbox"/> 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 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Sewer	G.O. Bonds	0	450,000	0	110,000	0	375,000	0	0	450,000	0	1,385,000
Sewer	Capital Transfer	50,000	40,000	50,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	420,000
	Total	50,000	490,000	50,000	150,000	40,000	415,000	40,000	40,000	490,000	40,000	1,805,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #91-Sewer Main Rehabilitation and Construction

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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 St., Cypress St., Stark St., South Fruit St. and Woodman St.
		\$50,000	2020 Subtotal
2021	Sewer G.O. Bonds	450,000	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.
		\$490,000	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	10,000	Design the lining of Granite Ave., North State St., Martin St. and Prospect St.
		\$50,000	2022 Subtotal
2023	Sewer G.O. Bonds	110,000	Line 2,600LF of 8, 10 and 12 inch main on portions of Granite Ave., North State St., Martin St. and Prospect St.
	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.
		\$150,000	2023 Subtotal
2024	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.
		\$40,000	2024 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#91-Sewer Main Rehabilitation and Construction	
2025	Sewer G.O. Bonds	375,000	Line portions of sewer main on Merrimack Street (Penacook), Village Street (from Bonney St. to #88 Village St.), Chandler St., Cypress St., Stark St., South Fruit St. and Woodman St.
	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.
		\$415,000	2025 Subtotal
2026	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		\$40,000	2026 Subtotal
2027	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		\$40,000	2027 Subtotal
2028	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.
		\$490,000	2028 Subtotal
2029	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		\$40,000	2029 Subtotal
	TOTAL	\$1,805,000	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #97-Low Avenue Improvements

I. PROJECT TYPE: Downtown

II. LOCATION: Low Avenue, Phenix Avenue, and Dubois Avenue

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	<input checked="" type="checkbox"/> New	<u>N/A</u> Safety	<u>L</u> Facility Cond.	<u>N/A</u> Productivity	
	<input type="checkbox"/> Replace	<u>N/A</u> Mandates	<u>M</u> Service Def.	<u>L</u> Tax Base Exp.	<u>M</u> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<u>H</u> O + M Costs	<u>H</u> Council Goals	<u>L</u> Timeliness	Economic Development
	<input type="checkbox"/> 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 Phenix Avenues.

Minor improvements to the westerly section of Phenix 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 Phenix Theatre, the CVS Pharmacy building, former E&P Hotel, 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Other	Tax Increment Financing	0	0	0	0	400,000	4,000,000	0	0	0	0	4,400,000
	Total	0	0	0	0	400,000	4,000,000	0	0	0	0	4,400,000

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
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	

**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> M	Safety	<input type="checkbox"/> H	Facility Cond.	<input type="checkbox"/> N/A	Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> L	Mandates	<input type="checkbox"/> M	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> M City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> L	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> H	Timeliness	Sewer
	<input type="checkbox"/> 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 evaluation of the City's Wastewater Treatment Facilities. Projects included within this CIP 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Sewer	Capital Close-out	340,693	0	0	0	0	0	0	0	0	0	340,693
Sewer	Capital Transfer	0	0	0	15,000	0	0	0	0	0	0	15,000
Sewer	G.O. Bonds	405,000	850,000	1,900,000	1,200,000	1,375,000	1,525,000	3,730,000	18,350,000	2,625,000	3,050,000	35,010,000
	Total	745,693	850,000	1,900,000	1,215,000	1,375,000	1,525,000	3,730,000	18,350,000	2,625,000	3,050,000	35,365,693

**2020-2029
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
2020	Sewer Capital Close-out	340,693	Replacement of secondary building, chlorine building and admin building motor control centers (MCCs).
	Sewer G.O. Bonds	225,000	Replacement of equipment - primary clarifier.
	Sewer G.O. Bonds	110,000	Asset management evaluation.
	Sewer G.O. Bonds	35,000	Structural concrete coating also includes process equipment and related piping corrosion protection coatings.
	Sewer G.O. Bonds	25,000	Update of sludge stabilization report.
	Sewer G.O. Bonds	10,000	Replacement of secondary building, chlorine building and admin building motor control centers (MCCs).
		\$745,693	2020 Subtotal
2021	Sewer G.O. Bonds	635,000	Replacement of 35KV switchgear and three pad mounted transformers.
	Sewer G.O. Bonds	150,000	Renovation of administration area to include flooring, ceilings, partitions, doors and frames, cabinets, and plumbing fixtures. Also provides for improvements to meet accessibility code requirements and full laboratory refurbishment.
	Sewer G.O. Bonds	50,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
	Sewer G.O. Bonds	15,000	Replace primary clarifier scum pump and drain valves.
			\$850,000
2022	Sewer G.O. Bonds	1,600,000	Motor Control Center (MCC) electrical replacement.
	Sewer G.O. Bonds	250,000	SCADA processor replacement.
	Sewer G.O. Bonds	50,000	Structural concrete coating also includes process equipment and related piping corrosion protection coatings.
			\$1,900,000
2023	Sewer G.O. Bonds	1,100,000	Replacement of secondary clarifier.
	Sewer G.O. Bonds	50,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
	Sewer G.O. Bonds	35,000	Clearing of trees, brush, and vines from northern facility fence.

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-SEWER	#104-Hall Street Waste Water Treatment Plant Improvements	
	Sewer Capital Transfer	15,000	Replacement of four wheel drive mower.
	Sewer G.O. Bonds	15,000	Replacement of influent flow box mixer.
		\$1,215,000	2023 Subtotal
2024	Sewer G.O. Bonds	1,100,000	Replacement of one secondary clarifier.
	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 coatings, including process equipment and related piping corrosion protection coatings.
		\$1,375,000	2024 Subtotal
2025	Sewer G.O. Bonds	1,100,000	Replacement of one secondary clarifiers.
	Sewer G.O. Bonds	250,000	Sludge truck loading conveyor upgrades.
	Sewer G.O. Bonds	150,000	Design engineering for aeration system upgrades.
	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		\$1,525,000	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	500,000	Allowance for concrete/structural repairs.
	Sewer G.O. Bonds	225,000	Facilities evaluation to prepare new 10-year CIP.
	Sewer G.O. Bonds	210,000	Replacement of aeration tank isolation gates.
	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	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	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		\$3,730,000	2026 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-SEWER	#104-Hall Street Waste Water Treatment Plant Improvements		
2027	Sewer G.O. Bonds		14,000,000	Construction of sludge stabilization upgrades.
	Sewer G.O. Bonds		3,000,000	Construction of dewatering system upgrades.
	Sewer G.O. Bonds		300,000	Renovation of administration area to include flooring, ceilings, partitions, doors & frames, cabinets, and plumbing fixtures. Also provides for improvements to meet accessibility code requirements and full laboratory refurbishment.
	Sewer G.O. Bonds		300,000	HVAC improvements.
	Sewer G.O. Bonds		250,000	SCADA system upgrades.
	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		95,000	Lime storage/transfer system upgrade.
	Sewer G.O. Bonds		25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
			\$18,350,000	2027 Subtotal
2028	Sewer G.O. Bonds		2,000,000	Grit removal equipment replacement.
	Sewer G.O. Bonds		250,000	Sludge holding tank mixing system upgrade.
	Sewer G.O. Bonds		250,000	Refurbishment of second of two sludge holding tanks. Project entails repair of deteriorating concrete and recoating of interior concrete surfaces.
	Sewer G.O. Bonds		100,000	Effluent disinfection system upgrades.
	Sewer G.O. Bonds		25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
			\$2,625,000	2028 Subtotal
2029	Sewer G.O. Bonds		2,500,000	Influent bar rack and wash press replacement.
	Sewer G.O. Bonds		525,000	Engineering and installation of replacement screw pump.
	Sewer G.O. Bonds		25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
			\$3,050,000	2029 Subtotal
			\$35,365,693	
	TOTAL			

**2020-2029
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 SERVED: New L Safety M Facility Cond. H Productivity
 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	45,000	0	0	100,000	100,000	0	100,000	2,850,000	3,195,000
Golf	G.O. Bonds	0	0	0	0	10,000	0	50,000	10,000	0	0	70,000
Golf	Capital Transfer	0	0	25,000	0	0	0	0	0	0	0	25,000
	Total	0	0	70,000	0	10,000	100,000	150,000	10,000	100,000	2,850,000	3,290,000

**2020-2029
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
2022	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.
		\$70,000	2022 Subtotal
2024	Golf G.O. Bonds	10,000	Simulator upgrades.
		\$10,000	2024 Subtotal
2025	General G.O. Bonds	100,000	Clubhouse roof replacement.
		\$100,000	2025 Subtotal
2026	General G.O. Bonds	100,000	Siding and remaining window replacement at clubhouse.
	Golf G.O. Bonds	50,000	Design and construct a 16' by 20' storage building.
		\$150,000	2026 Subtotal
2027	Golf G.O. Bonds	10,000	Simulator upgrades.
		\$10,000	2027 Subtotal
2028	General G.O. Bonds	100,000	Final design of new club house. New building scheduled to be built in FY 2029
		\$100,000	2028 Subtotal
2029	General G.O. Bonds	2,850,000	Design and construct a new clubhouse.
		\$2,850,000	2029 Subtotal
	TOTAL	\$3,290,000	

**2020-2029
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 SERVED: New M Safety M Facility Cond. N/A Productivity
 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: The purpose of this project is to make period repairs to the Penacook Lake dam, associated spillway, and related infrastructure.

SERVICE IMPACT: The dam provides retention for Penacook Lake, the City's primary source of potable water for the municipal water system. Failure to make routine investments to protect the dam and associated infrastructure could reduce the dam's useful life and negatively affect the City's ability to use Penacook Lake to supply the potable water system.

IMPACT IF NOT FUNDED: Unmitigated deterioration of the dam and related infrastructure could negatively impact the City's ability to use Penacook Lake to supply the potable water system

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	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

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #114-Penacook Lake Dam and Spillway Rehabilitation

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	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	2021 Subtotal
2024	Water G.O. Bonds	250,000	Rehabilitation/replacement of dam and spillway.
		\$250,000	2024 Subtotal
	TOTAL	\$425,000	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox" value="M"/> Safety	<input type="checkbox" value="N/A"/> Facility Cond.	<input type="checkbox" value="L"/> Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox" value="L"/> Mandates	<input type="checkbox" value="M"/> Service Def.	<input type="checkbox" value="N/A"/> Tax Base Exp.	<input type="checkbox" value="H"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox" value="N/A"/> O + M Costs	<input type="checkbox" value="L"/> Council Goals	<input type="checkbox" value="M"/> Timeliness	Motor Vehicle Equipment
	<input checked="" type="checkbox"/> 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: Failure to routinely replace vehicles and equipment at the end of their useful life will result in higher maintenance and repair costs, increased down time associated with equipment failures, as well as less efficient operations.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	700,000	724,000	723,000	720,000	705,000	685,000	765,000	790,000	1,121,000	1,282,000	8,215,000
Sewer	G.O. Bonds	190,000	185,000	160,000	450,000	342,000	75,000	160,000	100,000	137,000	0	1,799,000
Water	G.O. Bonds	95,000	290,000	160,000	0	100,000	110,000	60,000	60,000	215,000	0	1,090,000
	Total	985,000	1,199,000	1,043,000	1,170,000	1,147,000	870,000	985,000	950,000	1,473,000	1,282,000	11,104,000

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #121-Vehicle & Equipment Replacement Program

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	270,000	Replace front end loader #90
	Sewer G.O. Bonds	190,000	Replace 6 Wheel Dump Truck Unit #704
	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	70,000	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	60,000	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) unit #1101
	General G.O. Bonds	35,000	Replace 4X2 1 supercab pick-up truck (2010) unit #458
	General G.O. Bonds	20,000	Replace 1 low bed tilt top trailer (2004) unit #185
	General G.O. Bonds	20,000	Replace 1 sweeper trailer (2003) unit #188
	General G.O. Bonds	15,000	Replace one 20' trailer (2002) unit #189
		\$985,000	2020 Subtotal
2021	General G.O. Bonds	380,000	Replace two 6-wheel dump trucks units #1225 & 1224
	Water G.O. Bonds	190,000	Replace 1 six wheel dump truck "D79" (2006) unit #1226
	Sewer G.O. Bonds	185,000	Replace 6 wheel dump truck unit #753 S UTIL/COM
	General G.O. Bonds	150,000	Replace Cemetery back-hoe (2004) unit #616
	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 compressed natural gas (CNG) van unit #754
	Water G.O. Bonds	50,000	Replace Transit Connect CNG van unit #804
	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
		\$1,199,000	2021 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program		
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 leaf loader (2000) CEM unit #190	
	General G.O. Bonds	40,000	Replace Tarco Leaf Loader Unit #197 Hwy/COMF	
	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	
	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)	
		\$1,170,000	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	
	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	40,000	Replace sign board & trailer unit #445 CD/COMF	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	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 11 CY 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 stainless steel 3.4CY Sander (2004) unit #901SS
	General G.O. Bonds	15,000	Replace Spreader 1.5CY (2004) unit #875SS
		\$1,147,000	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
	General G.O. Bonds	42,000	Replace 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	Replace Front End Loader unit #1302

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program
	General G.O. Bonds	100,000 Service truck unit #009
	Sewer G.O. Bonds	100,000 Replace 4x2 Crew Cab pickup truck unit #706
	Water G.O. Bonds	60,000 C1500 4x2 pickup unit #879
		\$950,000 2027 Subtotal
2028	General G.O. Bonds	286,000 Replace Front End Loader unit #1301
	General G.O. Bonds	148,000 Replace 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	90,000 Placeholder for vehicle replacement
	Water G.O. Bonds	75,000 Vac-Tron Trailer #828
	Sewer G.O. Bonds	65,000 Placeholder for vehicle replacement
	General G.O. Bonds	62,000 Chipper unit #668
	Water G.O. Bonds	50,000 F250 4X4 PU #880
	Sewer G.O. Bonds	50,000 Placeholder for vehicle replacement
	General G.O. Bonds	50,000 Replace 20 ton low bed trailer (1989) unit #082
	General G.O. Bonds	48,000 Leaf loader unit #1378
	General G.O. Bonds	48,000 ODB Leaf Unit #1377
	General G.O. Bonds	40,000 Replace sign board & trailer unit #444 HWY/COMF
	Sewer G.O. Bonds	22,000 Replace flatbed trailer unit #426
		\$1,473,000 2028 Subtotal
2029	General G.O. Bonds	440,000 6 Wheel Dump Truck # 1238, 1239
	General G.O. Bonds	205,000 Replace sidewalk tractor unit #1368
	General G.O. Bonds	160,000 Replace Sicard Snow Blower unit #1375
	General G.O. Bonds	160,000 Replace 2 Crew Cab rack body F350 #1107 & #1108

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program		
	General G.O. Bonds	100,000		Replace John Deere Tractor #673
	General G.O. Bonds	57,000		Slide-in Hot Box
	General G.O. Bonds	40,000		4x2 super cab pickup
	General G.O. Bonds	40,000		Replace sign board & trailer unit #447 CD/COMF
	General G.O. Bonds	40,000		Replace sign board & trailer unit #449 CD/COMF
	General G.O. Bonds	40,000		4x2 Super Cab Pickup # 906
		\$1,282,000		2029 Subtotal
	TOTAL	\$11,104,000		

**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to provide for routine sequential replacement and upgrading of the SCADA (Supervisory, Control and Data Acquisition) software system which was first installed in 2005, and 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Water	Capital Transfer	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	0	0	240,000
	Total	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	0	0	240,000

**2020-2029
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.
		\$30,000	2020 Subtotal
2021	Water Capital Transfer	30,000	SCADA equipment and software updates.
		\$30,000	2021 Subtotal
2022	Water Capital Transfer	30,000	SCADA equipment and software updates.
		\$30,000	2022 Subtotal
2023	Water Capital Transfer	30,000	SCADA equipment and software updates.
		\$30,000	2023 Subtotal
2024	Water Capital Transfer	30,000	SCADA equipment and software updates.
		\$30,000	2024 Subtotal
2025	Water Capital Transfer	30,000	SCADA equipment and software updates.
		\$30,000	2025 Subtotal
2026	Water Capital Transfer	30,000	SCADA equipment and software updates.
		\$30,000	2026 Subtotal
2027	Water Capital Transfer	30,000	SCADA equipment and software updates.
		\$30,000	2027 Subtotal
	TOTAL	\$240,000	

**2020-2029
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 SERVED:

<input type="checkbox"/> New	<u>N/A</u> Safety	<u>M</u> Facility Cond.	<u>H</u> Productivity	
<input checked="" type="checkbox"/> 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.
<input type="checkbox"/> 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 29 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: 2019 PREVIOUS AMOUNT: 30,000

V. PROJECT USEFUL LIFE (In Years): 6 Expected Bond Term (in Years) 6

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Transfer	28,000	8,000	39,000	76,000	31,000	35,000	8,000	41,000	39,000	24,000	329,000
	Total	28,000	8,000	39,000	76,000	31,000	35,000	8,000	41,000	39,000	24,000	329,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FINANCE PURCHASING #130-Multi-Function Photocopy Machines

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General Capital Transfer	28,000	Replace networked multi-functional copier/printer/scanner for the following City departments (location): Finance - Purchasing (COMF), Finance - OMB (City Hall), Parks and Rec. (Main Office).
		\$28,000	2020 Subtotal
2021	General Capital Transfer	8,000	Replace networked multi-functional copier/printer/scanner for the following City departments (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	31,000	Replace networked multi-functional copiers/printers/scanners for the following City departments (locations): Finance Accounting (City Hall); General Services Admin (COMF); Community Development Code Enforcement (City Hall Annex) and Parks & Recreation (Heights Community Center).
		\$31,000	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); Parks and Recreation (Main Office) and Library (Main Floor).

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FINANCE PURCHASING	#130-Multi-Function Photocopy Machines		
		\$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
2029	General Capital Transfer	24,000		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).
		\$24,000		2029 Subtotal
	TOTAL	\$329,000		

**2020-2029
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 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: 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Highway Reserve	15,000	0	15,000	0	15,000	0	20,000	0	20,000	0	85,000
	Total	15,000	0	15,000	0	15,000	0	20,000	0	20,000	0	85,000

**2020-2029
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)
		\$15,000	2020 Subtotal
2022	General Highway Reserve	15,000	Opticom replacement. (City Wide)
		\$15,000	2022 Subtotal
2024	General Highway Reserve	15,000	Opticom replacement. (City Wide)
		\$15,000	2024 Subtotal
2026	General Highway Reserve	20,000	Opticom replacement. (City Wide)
		\$20,000	2026 Subtotal
2028	General Highway Reserve	20,000	Opticom replacement. (City Wide)
		\$20,000	2028 Subtotal
	TOTAL	\$85,000	

**2020-2029
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	<input type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	310,000	295,000	285,000	285,000	325,000	0	0	0	0	0	1,500,000
Golf	G.O. Bonds	0	75,000	65,000	15,000	80,000	60,000	60,000	50,000	50,000	0	455,000
	Total	310,000	370,000	350,000	300,000	405,000	60,000	60,000	50,000	50,000	0	1,955,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #235-Golf Course Grounds Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	300,000	Irrigation and drainage system improvements at Holes 11, 12, 13, & 14 Tee.
	General G.O. Bonds	10,000	9th Fairway improvements.
		\$310,000	2020 Subtotal
2021	General G.O. Bonds	285,000	Irrigation system improvements at the following holes: 10, 17, and 18.
	Golf G.O. Bonds	60,000	Bunker repair / replacement and drainage improvements at the #2 bunker and #18 bunkers.
	Golf G.O. Bonds	15,000	Irrigation system improvements at the following holes: 10, 17, and 18.
	General G.O. Bonds	10,000	Expand tee box at the 15th forward tee.
		\$370,000	2021 Subtotal
2022	General G.O. Bonds	285,000	Irrigation system improvements at the following locations: holes 1, 2, 3, 4 tee, 7 green, 8 tee, and 16.
	Golf G.O. Bonds	50,000	Repave cart paths at the following locations: #15 Green to #16 to 150 marker; #10 continue down to hill; #6 start on Hole #5 around to #7; #7 Green to #8 Tee.
	Golf G.O. Bonds	15,000	Irrigation system improvements at the following locations: Holes # 1, 2, 3, 4 tee, 7 green, 8 tee, and 16.
		\$350,000	2022 Subtotal
2023	General G.O. Bonds	285,000	Irrigation system improvements at the following locations: Holes 4, 5, 6, 7, 8, 9, and the Practice Putting Green.
	Golf G.O. Bonds	15,000	Irrigation system improvements at the following locations: Holes 4, 5, 6, 7, 8, 9, and the Practice Putting Green.
		\$300,000	2023 Subtotal
2024	General G.O. Bonds	325,000	Reconstruct the Parking Lot.
	Golf G.O. Bonds	60,000	Repave cart paths at the following locations: 14 green to 15 tee, left of 1, left of 2.
	Golf G.O. Bonds	20,000	Reconstruct the Parking Lot.
		\$405,000	2024 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#235-Golf Course Grounds Improvements		
2025	Golf G.O. Bonds	60,000		Bunker renovation improvements.
		\$60,000		2025 Subtotal
2026	Golf G.O. Bonds	60,000		Bunker renovation improvements.
		\$60,000		2026 Subtotal
2027	Golf G.O. Bonds	50,000		Driving range improvements.
		\$50,000		2027 Subtotal
2028	Golf G.O. Bonds	50,000		Drainage improvements at the following Holes: #10 and #2 laterals.
		\$50,000		2028 Subtotal
	TOTAL	\$1,955,000		

**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<u>N/A</u> Safety	<u>N/A</u> Facility Cond.	<input type="checkbox"/> Productivity	
	<input checked="" type="checkbox"/> Replace	<u>N/A</u> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<u>N/A</u> City Master Pl.
	<input type="checkbox"/> Rebuild	<u>N/A</u> O + M Costs	<u>N/A</u> Council Goals	<input type="checkbox"/> Timeliness	
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Water	Capital Transfer	100,000	100,000	125,000	125,000	125,000	150,000	150,000	175,000	175,000	0	1,225,000
Water	G.O. Bonds	0	0	0	0	0	0	0	0	0	175,000	175,000
	Total	100,000	100,000	125,000	125,000	125,000	150,000	150,000	175,000	175,000	175,000	1,400,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #244-Water Meter Replacement Program

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#244-Water Meter Replacement Program	
2029	Water G.O. Bonds	175,000	Phased installation of meters and reading devices. 600 units.
		\$175,000	2029 Subtotal
	TOTAL	\$1,400,000	

**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> H	Safety	<input type="checkbox"/> H	Facility Cond.	<input type="checkbox"/> H	Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> H	Mandates	<input type="checkbox"/> H	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> H	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> H	Timeliness	<input type="checkbox"/> Public Facilities
	<input type="checkbox"/> 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)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #252-Fire Station Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	110,000	0	350,000	0	0	0	0	0	0	460,000
	Total	0	110,000	0	350,000	0	0	0	0	0	0	460,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	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	
2023	General G.O. Bonds	350,000	Improvements to paved parking areas at Heights, Broadway, and Central Fire Stations.
		\$350,000	
	TOTAL	\$460,000	

**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> M	Safety	<input type="checkbox"/> H	Facility Cond.	<input type="checkbox"/> N/A	Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> L	Mandates	<input type="checkbox"/> M	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> L City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> N/A	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> M	Timeliness	Sewer
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Sewer	Mountain Green Reserve	0	20,000	50,000	300,000	0	0	0	0	0	0	370,000
Sewer	G.O. Bonds	107,500	440,000	0	100,000	450,000	580,000	0	0	0	0	1,677,500
	Total	107,500	460,000	50,000	400,000	450,000	580,000	0	0	0	0	2,047,500

**2020-2029
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 Mountain Green Reserve	50,000	Design services for Mountain Green North pump station renovations.
		\$50,000	2022 Subtotal
2023	Sewer Mountain Green Reserve	300,000	Construction of Mountain Green North pump station designed in FY 2022.
	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.
		\$450,000	2024 Subtotal
2025	Sewer G.O. Bonds	450,000	Construction of Chenell Drive pump station upgrades.
	Sewer G.O. Bonds	70,000	Lighting system, electrical boxes & raceways, and plumbing system upgrades at East Concord pump station.
	Sewer G.O. Bonds	60,000	Purchase a portable generator.
		\$580,000	2025 Subtotal
TOTAL		\$2,047,500	

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #275-Sewer Pump Station Improvements

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox" value="H"/> Safety	<input type="checkbox" value="N/A"/> Facility Cond.	<input type="checkbox" value="N/A"/> Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox" value="M"/> Mandates	<input type="checkbox" value="H"/> Service Def.	<input type="checkbox" value="L"/> Tax Base Exp.	<input type="checkbox" value="H"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox" value="L"/> O + M Costs	<input type="checkbox" value="H"/> Council Goals	<input type="checkbox" value="H"/> Timeliness	Corridor Improvements
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	20,000	40,000	42,000	205,000	30,000	30,000	230,000	30,000	30,000	205,000	862,000
	Total	20,000	40,000	42,000	205,000	30,000	30,000	230,000	30,000	30,000	205,000	862,000

**2020-2029
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
2020	General G.O. Bonds	20,000	Ft Eddy/Ft Eddy Plaza - Replace underground wiring.
		\$20,000	2020 Subtotal
2021	General G.O. Bonds	40,000	N Main/Washington-Ferry - Replace vehicle signal heads, install reflectorized back plates and replace underground wiring.
		\$40,000	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
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

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#283-Traffic Signals and Traffic Operations Improvements	
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
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

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#283-Traffic Signals and Traffic Operations Improvements	
2029	General G.O. Bonds	175,000	Pleasant/Spring – 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 7 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	2029 Subtotal
TOTAL		\$862,000	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #297-Geographic Information Systems (GIS)

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	<input type="checkbox"/> New	<u>N/A</u>	Safety	<u>N/A</u>	Facility Cond.	<u>M</u>	Productivity	
	<input checked="" type="checkbox"/> 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.
	<input type="checkbox"/> Rebuild	<u>H</u>	O + M Costs	<u>L</u>	Council Goals	<u>N/A</u>	Timeliness	Other
	<input type="checkbox"/> 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 to the public 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 for improved accuracy and efficiency.

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: GIS data will deteriorate to the point where it will become functionally obsolete. The ability to capture and update information 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)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #297-Geographic Information Systems (GIS)

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Transfer	3,000	3,500	3,500	73,500	3,500	3,500	3,500	3,500	3,000	0	100,500
Water	Capital Transfer	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	0	30,500
Sewer	Capital Transfer	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	0	30,500
General	G.O. Bonds	230,000	0	0	0	0	0	0	0	0	0	230,000
Total		239,000	10,500	10,500	80,500	10,500	10,500	10,500	10,500	9,000	0	391,500

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	150,000	10-year mapping update with high resolution imagery to all GIS digital layers including ground and water surfaces, buildings, utilities, and misc. features. Presumes acquisition of flyover data from the State of New Hampshire at 6" resolution or better.
	General G.O. Bonds	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)
		\$239,000	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.
		\$10,500	2021 Subtotal
2022	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	2022 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#297-Geographic Information Systems (GIS)	
2023	General Capital Transfer	70,000	Implementation of Survey Grade GPS System including purchase of 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	Sewer Capital Transfer	3,500	GIS Layer Development. (Sewer Portion)
	Water Capital Transfer	3,500	GIS Layer Development. (Water Portion)
	General Capital Transfer	3,500	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
		\$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)
		\$10,500	2027 Subtotal
2028	General Capital Transfer	3,000	GIS Layer Development - See GIS Master Plan. Funding for GIS Interns.
	Sewer Capital Transfer	3,000	GIS Layer Development. (Sewer Portion)

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#297-Geographic Information Systems (GIS)
	Water Capital Transfer	3,000 GIS Layer Development. (Water Portion)
		<u> </u>
		\$9,000 2028 Subtotal
TOTAL		<u> </u>
		\$391,500

**2020-2029
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 SERVED:

<input type="checkbox"/> New	<input type="text" value="M"/>	Safety	<input type="text" value="L"/>	Facility Cond.	<input type="text" value="H"/>	Productivity	
<input checked="" type="checkbox"/> Replace	<input type="text" value="L"/>	Mandates	<input type="text" value="H"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="L"/> City Master Pl.
<input type="checkbox"/> Rebuild	<input type="text" value="N/A"/>	O + M Costs	<input type="text" value="L"/>	Council Goals	<input type="text" value="H"/>	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, thus improving safety for the public and City personnel, as well as maintaining 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Close-out	801	0	0	0	0	0	0	0	0	0	801
General	G.O. Bonds	265,000	0	0	0	0	0	0	700,000	0	0	965,000
	Total	265,801	0	0	0	0	0	0	700,000	0	0	965,801

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #305-Fire Department Communications Equipment

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.
	General Capital Close-out	801	Replace 1960's era radio and dispatch console equipment.
		\$265,801	2020 Subtotal
2027	General G.O. Bonds	700,000	Portable Radio Replacement.
		\$700,000	2027 Subtotal
	TOTAL	\$965,801	

**2020-2029
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 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. Water

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Water	G.O. Bonds	0	50,000	0	0	0	0	40,000	0	0	90,000	180,000
	Total	0	50,000	0	0	0	0	40,000	0	0	90,000	180,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #321-Water System Master Plan & Implementation

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Water G.O. Bonds	50,000	Update Master Plan Phase 3 (completed in 2010)
		\$50,000	2021 Subtotal
2026	Water G.O. Bonds	40,000	Update the Master Plan last completed in 2010.
		\$40,000	2026 Subtotal
2029	Water G.O. Bonds	90,000	Conduct Geophysical site investigation for Merrimack River source.
		\$90,000	2029 Subtotal
	TOTAL	\$180,000	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox"/> M Safety	<input type="checkbox"/> L Facility Cond.	<input type="checkbox"/> M Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox"/> N/A Mandates	<input type="checkbox"/> H Service Def.	<input type="checkbox"/> N/A Tax Base Exp.	<input type="checkbox"/> L City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> N/A O + M Costs	<input type="checkbox"/> N/A Council Goals	<input type="checkbox"/> M Timeliness	Public Facilities
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Transfer	10,000	0	0	0	0	0	0	0	0	0	10,000
General	G.O. Bonds	200,000	405,000	70,000	290,000	30,000	100,000	0	0	0	0	1,095,000
Sewer	G.O. Bonds	105,000	177,500	35,000	120,000	15,000	50,000	0	0	0	0	502,500
Water	G.O. Bonds	105,000	177,500	35,000	120,000	15,000	50,000	0	0	0	0	502,500
	Total	420,000	760,000	140,000	530,000	60,000	200,000	0	0	0	0	2,110,000

**2020-2029
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
2020	General G.O. Bonds	100,000	Repair Salt Shed structure. Phase I.
	Water G.O. Bonds	50,000	Repair Salt Shed structure. Phase I.
	Sewer G.O. Bonds	50,000	Repair Salt Shed structure. Phase I.
	General G.O. Bonds	30,000	Rubber floor replacement Phase II.
	General G.O. Bonds	25,000	Replace lighting in Equipment Services Building.
	General G.O. Bonds	20,000	Repaint walls and replace carpet in all principal areas of the facility.
	Water G.O. Bonds	15,000	Rubber floor replacement phase II.
	Sewer G.O. Bonds	15,000	Replace lighting in Equipment Services Building.
	Water G.O. Bonds	15,000	Replace lighting in Equipment Services Building.
	Sewer G.O. Bonds	15,000	Rubber floor replacement Phase II.
	General G.O. Bonds	15,000	Replace exterior signage.
	Sewer G.O. Bonds	10,000	Repaint walls and replace carpet in all principal areas of the facility.
	Water G.O. Bonds	10,000	Repaint walls and replace carpet in all principal areas of the facility.
	General Capital Transfer	10,000	Decommission vehicle lifts at Equipment Services Building.
	General G.O. Bonds	10,000	Renovate the women's lavatory.
	Water G.O. Bonds	10,000	Replace exterior signage.
	Sewer G.O. Bonds	10,000	Replace exterior signage.
	Water G.O. Bonds	5,000	Renovate women's lavatory.
Sewer G.O. Bonds	5,000	Renovate women's lavatory.	
		\$420,000	2020 Subtotal
2021	General G.O. Bonds	200,000	Replace underground fuel tanks.
	General G.O. Bonds	120,000	Replace boiler.
	Sewer G.O. Bonds	75,000	Replace underground fuel tanks.
	Water G.O. Bonds	75,000	Replace underground fuel tanks.

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#323-Combined Operations & Maintenance Facility (COMF) Improvements
	Water G.O. Bonds	60,000 Replace boiler.
	Sewer G.O. Bonds	60,000 Replace boiler.
	General G.O. Bonds	40,000 Phased plan to replace one-third of the overhead doors. (17 of the 57) Phase I.
	General G.O. Bonds	25,000 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)
	Sewer G.O. Bonds	12,500 Repair Salt Shed structure. Phase II.
	Water G.O. Bonds	12,500 Repair Salt Shed structure. Phase II.
	Sewer G.O. Bonds	10,000 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)
		\$760,000 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.
	Sewer G.O. Bonds	20,000 Phased plan to replace one-third of the overhead doors. (20 of the 57) Phase II.
	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	15,000 HVAC and Energy Management System upgrades. Original 2007 work performed by Siemens Company. 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.
	Sewer G.O. Bonds	75,000 Replace underground fuel tanks.
	Water 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.

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#323-Combined Operations & Maintenance Facility (COMF) Improvements		
	Water G.O. Bonds	25,000		Pavement rehabilitation.
	Sewer G.O. Bonds	25,000		Pavement rehabilitation.
	Water G.O. Bonds	20,000		Last phase of a plan to replace overhead doors (20 of 57) Phase III.
	Sewer 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.
	Sewer G.O. Bonds	15,000		Crack seal and seal coat existing pavement.
	Water 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.
	Water G.O. Bonds	50,000		Refurbish HVAC system and controls.
	Sewer G.O. Bonds	50,000		Refurbish HVAC system and controls.
		\$200,000		2025 Subtotal
	TOTAL	\$2,110,000		

**2020-2029
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	<input type="checkbox"/> New	<input type="checkbox"/> H Safety	<input type="checkbox"/> N/A Facility Cond.	<input type="checkbox"/> H Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> N/A Mandates	<input type="checkbox"/> H Service Def.	<input type="checkbox"/> N/A Tax Base Exp.	<input type="checkbox"/> N/A City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> H O + M Costs	<input type="checkbox"/> N/A Council Goals	<input type="checkbox"/> H Timeliness	
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	0	0	0	45,000	0	0	0	0	45,000
General	Capital Transfer	0	0	35,000	0	0	0	0	0	0	0	35,000
	Total	0	0	35,000	0	0	45,000	0	0	0	0	80,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #335-Thermal Imaging Cameras

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General Capital Transfer	35,000	Systematic replacement of thermal imaging cameras. Anticipated to replace cameras purchased in FY2014.
		\$35,000	
2025	General G.O. Bonds	45,000	Systematic Replacement of Thermal Imaging Cameras.
		\$45,000	
TOTAL		\$80,000	

**2020-2029
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 SERVED: New L Safety M Facility Cond. H Productivity
 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: Potentially insufficient water supply during drought conditions.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Water	G.O. Bonds	0	0	0	0	0	0	0	0	150,000	0	150,000
	Total	0	0	0	0	0	0	0	0	150,000	0	150,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #345-Water Supply Well Field Maintenance

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Water G.O. Bonds	150,000	Design of a new pump house and appurtenances. Wright Pierce Engineers assessment and recommendations.
		\$150,000	2028 Subtotal
TOTAL		<hr/>	
		\$150,000	

**2020-2029
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	<input type="checkbox"/> New	<input type="checkbox" value="L"/> Safety	<input type="checkbox" value="L"/> Facility Cond.	<input type="checkbox" value="N/A"/> Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="checkbox" value="N/A"/> Mandates	<input type="checkbox" value="H"/> Service Def.	<input type="checkbox" value="N/A"/> Tax Base Exp.	<input type="checkbox" value="N/A"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox" value="N/A"/> O + M Costs	<input type="checkbox" value="N/A"/> Council Goals	<input type="checkbox" value="H"/> Timeliness	
	<input type="checkbox"/> 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 Road
 West End Tank off Langley Parkway

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 as needed 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)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #347-Water Storage Tank Repairs

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Water	G.O. Bonds	0	0	0	50,000	75,000	40,000	150,000	55,000	0	0	370,000
	Total	0	0	0	50,000	75,000	40,000	150,000	55,000	0	0	370,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Water G.O. Bonds	50,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (West End Tank)
		\$50,000	2023 Subtotal
2024	Water G.O. Bonds	75,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (East Concord Tank)
		\$75,000	2024 Subtotal
2025	Water G.O. Bonds	40,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (Snow Pond Tank)
		\$40,000	2025 Subtotal
2026	Water G.O. Bonds	100,000	Design new storage tank to serve Heights/Manchester St per Master Plan.
	Water G.O. Bonds	50,000	Cleaning, crack sealing, and painting. (Ed Young Tank)
		\$150,000	2026 Subtotal
2027	Water G.O. Bonds	55,000	Cleaning, crack sealing tank and Altitude Valve (Primrose Tank)
		\$55,000	2027 Subtotal
	TOTAL	\$370,000	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	<input type="checkbox"/> Parks
	<input type="checkbox"/> 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. Future City investments will not occur in a coordinated manner, thereby resulting in waste and inefficiency. Reduced utilization and enjoyment of this facility by the 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	50,000	100,000	0	0	0	200,000	0	0	350,000
	Total	0	0	50,000	100,000	0	0	0	200,000	0	0	350,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #358-Garrison Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	50,000	Crack seal, colorize, and stripe two basketball courts. Replace standards, replace backboards with acrylic backboards.
		\$50,000	2022 Subtotal
2023	General G.O. Bonds	100,000	Replace playground equipment.
		\$100,000	2023 Subtotal
2027	General G.O. Bonds	100,000	Installation of exercise equipment with poured in place safety surfacing.
	General G.O. Bonds	100,000	Construction of accessible walkways and bridges within the southerly areas of the park as identified in the Garrison Park Master Plan.
		\$200,000	2027 Subtotal
	TOTAL	\$350,000	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	<input type="checkbox"/> Parks
	<input type="checkbox"/> 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. Future City investments will not occur in a coordinated manner, thereby resulting in waste and inefficiency. Reduced utilization and enjoyment of this facility by the 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	15,000	75,000	150,000	0	30,000	0	0	120,000	0	0	390,000
	Total	15,000	75,000	150,000	0	30,000	0	0	120,000	0	0	390,000

**2020-2029
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	15,000	Crack seal, colorize, stripe and replace standards and backboards with acrylic backboards on the basketball court
		\$15,000	2020 Subtotal
2021	General G.O. Bonds	75,000	Install exercise equipment with poured in place safety surfacing
		\$75,000	2021 Subtotal
2022	General G.O. Bonds	150,000	Replace playground equipment and utilize poured in place safety surfacing
		\$150,000	2022 Subtotal
2024	General G.O. Bonds	30,000	Crack seal, colorize and stripe three (3) tennis courts
		\$30,000	2024 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		\$390,000	

**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	<input type="checkbox"/> Parks
	<input type="checkbox"/> 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. Future City investments will not occur in a coordinated manner, thereby resulting in waste and inefficiency. Reduced utilization and enjoyment of this facility by the 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	0	200,000	0	0	75,000	60,000	0	0	335,000
	Total	0	0	0	200,000	0	0	75,000	60,000	0	0	335,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #360-Kimball Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	190,000	Playground equipment replacement.
	General G.O. Bonds	10,000	Crack seal, colorize, and stripe one basketball court.
		\$200,000	2023 Subtotal
2026	General G.O. Bonds	75,000	Install exercise equipment with poured in place safety surfacing.
		\$75,000	2026 Subtotal
2027	General G.O. Bonds	60,000	Replace perimeter fencing.
		\$60,000	2027 Subtotal
	TOTAL	\$335,000	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #361-Hooksett Turnpike Bridge Replacement

I. PROJECT TYPE: Bridges

II. LOCATION: Hooksett Turnpike Bridge over Bela Brook

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: New M Safety M Facility Cond. N/A Productivity
 Replace H Mandates M Service Def. N/A Tax Base Exp. M City Master Pl.
 Rebuild N/A O + M Costs M Council Goals M 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 and "Red-Listed" bridge over Bela Brook with a new bridge, which complies with contemporary design standards.

This project will be funded through the State Municipal Bridge Aid program (80% state, 20% city).

SERVICE IMPACT: Continue use for public travel.

IMPACT IF NOT FUNDED: If not funded, the bridge could become subject to load limits, or, in the extreme, may have to be closed due to structural deficiencies.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2010

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

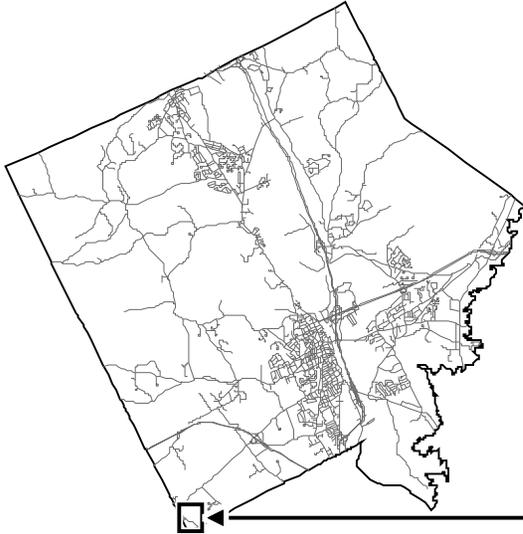
Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	20,000	0	0	0	0	0	0	0	0	0	20,000
Other	State	180,000*	0	0	0	0	0	0	0	0	0	180,000
	Total	200,000	0	0	0	0	0	0	0	0	0	200,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #361-Hooksett Turnpike Bridge Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Other State	180,000	Bridge construction, including construction oversight and administration.
	General G.O. Bonds	20,000	Bridge construction, including construction oversight and administration.
		\$200,000	2020 Subtotal
	TOTAL	\$200,000	



Disclaimer of Mapping Accuracy
Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale



**FY 2020
CIP PROJECT #361
HOOKSETT TURNPIKE
BRIDGE REPLACEMENT**



**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #368-Police Department Communications Equipment

I. PROJECT TYPE: Public Safety

II. LOCATION: Police

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

<input type="checkbox"/> New	<input type="checkbox" value="L"/> Safety	<input type="checkbox" value="N/A"/> Facility Cond.	<input type="checkbox" value="L"/> Productivity	
<input checked="" type="checkbox"/> Replace	<input type="checkbox" value="N/A"/> Mandates	<input type="checkbox" value="L"/> Service Def.	<input type="checkbox" value="N/A"/> Tax Base Exp.	<input type="checkbox" value="N/A"/> City Master Pl.
<input type="checkbox"/> Rebuild	<input type="checkbox" value="H"/> O + M Costs	<input type="checkbox" value="N/A"/> Council Goals	<input type="checkbox" value="M"/> Timeliness	Long-Range Planning

Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to make periodic investments to upgrade or replace communications equipment for the Police Department, including portable radios, as well as equipment within vehicles and the dispatch center.

Recently the Department concluded radio system upgrades which included new dispatch consoles and point to point microwave capabilities. The Department needs to now systematically replace all of the mobile radios as well as portable radios.

SERVICE IMPACT: Portables and mobile radios should be replaced approximately every ten years in order to ensure reliability of equipment and to minimize risk of unforeseen communications problems, which could impact the department's ability to effectively respond to calls for assistance.

IMPACT IF NOT FUNDED: The safety and security of police officers and the public could be compromised by inconsistent radio communications.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	25,000	175,000	175,000	0	0	0	0	80,000	0	0	455,000
	Total	25,000	175,000	175,000	0	0	0	0	80,000	0	0	455,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #368-Police Department Communications Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	25,000	Replace mobile radios in all unmarked vehicles.
		\$25,000	2020 Subtotal
2021	General G.O. Bonds	175,000	Phase 1 of 2 - Replacment of 50 portable radios.
		\$175,000	2021 Subtotal
2022	General G.O. Bonds	175,000	Phase 2 of 2 - Replacement of 50 Portable Radios.
		\$175,000	2022 Subtotal
2027	General G.O. Bonds	80,000	Replace mobile radios in all unmarked vehicles.
		\$80,000	2027 Subtotal
	TOTAL	\$455,000	

**2020-2029
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 SERVED: New L Safety N/A Facility Cond. N/A Productivity
 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. 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.

SERVICE IMPACT:

IMPACT IF NOT FUNDED: Police Officer safety 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	75,000	0	0	0	0	80,000	0	0	0	155,000
	Total	0	75,000	0	0	0	0	80,000	0	0	0	155,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #370-Police Department Ballistic Vest Replacement Program

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
2026	General G.O. Bonds	80,000	Replace vests purchased in FY2021.
		\$80,000	2026 Subtotal
	TOTAL	\$155,000	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox" value="L"/> Safety	<input type="checkbox" value="M"/> Facility Cond.	<input type="checkbox" value="H"/> Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox" value="L"/> Mandates	<input type="checkbox" value="H"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox" value="L"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox" value="M"/> O + M Costs	<input type="checkbox" value="N/A"/> Council Goals	<input type="checkbox" value="M"/> Timeliness	<input type="checkbox"/> Water
	<input type="checkbox"/> 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 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)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #372-Water System Pump Station Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Water	G.O. Bonds	0	0	0	0	0	1,200,000	0	0	0	0	1,200,000
	Total	0	0	0	0	0	1,200,000	0	0	0	0	1,200,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water G.O. Bonds	1,200,000	Design and construct boosted pressure zone north east of Portsmouth Street per Phase III of the Water Master Plan.
		\$1,200,000	2025 Subtotal
	TOTAL	\$1,200,000	

**2020-2029
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 SERVED: New M Safety M Facility Cond. N/A Productivity
 Replace N/A Mandates H Service Def. N/A Tax Base Exp. N/A City Master Pl.
 Rebuild M O + M Costs L Council Goals M 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Transfer	0	0	0	0	0	30,000	0	0	0	0	30,000
General	G.O. Bonds	0	0	30,000	0	0	0	0	0	0	0	30,000
	Total	0	0	30,000	0	0	30,000	0	0	0	0	60,000

**2020-2029
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	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Transfer	0	0	25,000	30,000	0	30,000	0	0	0	0	85,000
General	G.O. Bonds	0	60,000	0	0	0	0	0	0	0	0	60,000
	Total	0	60,000	25,000	30,000	0	30,000	0	0	0	0	145,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #376-Fire Department Hose & Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	60,000	Extrication equipment replacement.
		\$60,000	2021 Subtotal
2022	General Capital Transfer	25,000	Systematic replacement of fire hose and equipment.
		\$25,000	2022 Subtotal
2023	General Capital Transfer	30,000	Systematic replacement of fire hose and equipment.
		\$30,000	2023 Subtotal
2025	General Capital Transfer	30,000	Systematic replacement of fire hose and equipment.
		\$30,000	2025 Subtotal
TOTAL		\$145,000	

**2020-2029
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 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. Targeted Neighborhoods

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Donations	0	0	25,000	0	0	0	0	0	0	0	25,000
General	G.O. Bonds	0	0	40,000	0	0	0	0	0	0	0	40,000
General	Impact Fees Traf Dist 3	40,000	0	0	0	0	0	0	0	0	0	40,000
	Total	40,000	0	65,000	0	0	0	0	0	0	0	105,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #380-Neighborhood Safety Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General Impact Fees Traf Dist 3	40,000	Construction of sidewalk/vertical curb on the west side of Westbourne Road from School Street to Concord High School's northerly entrance of Westbourne Road.
		\$40,000	2020 Subtotal
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	\$105,000	

**2020-2029
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	<input checked="" type="checkbox"/> New	<input type="checkbox"/> M	Safety	<input type="checkbox"/> N/A	Facility Cond.	<input type="checkbox"/> N/A	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="checkbox"/> H	Mandates	<input type="checkbox"/> H	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> N/A City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> M	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> H	Timeliness	Targeted Neighborhoods
	<input type="checkbox"/> 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)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SOLID WASTE #381-Landfill Closure and Maintenance

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	8,120,000	0	0	8,120,000
	Total	0	0	0	0	0	0	0	8,120,000	0	0	8,120,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	8,120,000	Design and construction of Old Suncook Road Landfill cap. Cost estimate is preliminary pending final design.
		\$8,120,000	2027 Subtotal
	TOTAL	\$8,120,000	

**2020-2029
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:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> M	Safety	<input type="checkbox"/> H	Facility Cond.	<input type="checkbox"/> M	Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> H	Mandates	<input type="checkbox"/> H	Service Def.	<input type="checkbox"/> M	Tax Base Exp.	<input type="checkbox"/> M City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> L	O + M Costs	<input type="checkbox"/> H	Council Goals	<input type="checkbox"/> M	Timeliness	Airport
	<input type="checkbox"/> 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

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #383-New Airport Terminal Building

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Airport	G.O. Bonds	0	0	0	0	0	0	0	175,000	0	0	175,000
Other	Federal	0	0	0	0	0	0	0	3,150,000	0	0	3,150,000
Other	State	0	0	0	0	0	0	0	175,000	0	0	175,000
	Total	0	0	0	0	0	0	0	3,500,000	0	0	3,500,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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>\$3,500,000</u>	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Parking	G.O. Bonds	45,000	0	45,000	0	0	0	0	0	55,000	0	145,000
	Total	45,000	0	45,000	0	0	0	0	0	55,000	0	145,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Parking G.O. Bonds	45,000	Replace meter tech vehicle.
		<u>\$45,000</u>	2020 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#403-Parking Division Vehicle Replacement Program	
2022	Parking G.O. Bonds	45,000	Replace Parking Enforcement Mobile Unit (Jeep).
		\$45,000	2022 Subtotal
2028	Parking G.O. Bonds	55,000	Replace mobile unit Jeep.
		\$55,000	2028 Subtotal
	TOTAL	\$145,000	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #410-Sewer Video Inspection Equipment

I. PROJECT TYPE: Sewer Collection

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Video inspection has been used extensively to investigate the City's sewer infrastructure. The main-line video camera unit is specifically designed for inspection of sanitary and storm sewers. Data collected from video inspections is used to development maintenance plans and capital improvement programs for the sanitary and storm water sewer systems.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Sewer	G.O. Bonds	0	0	80,000	0	0	0	0	0	0	0	80,000
Sewer	Capital Transfer	0	0	0	0	0	0	0	20,000	0	0	20,000
	Total	0	0	80,000	0	0	0	0	20,000	0	0	100,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #410-Sewer Video Inspection Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Sewer G.O. Bonds	80,000	Replace mainline and service line inspection camera, hardware and software.
		\$80,000	2022 Subtotal
2027	Sewer Capital Transfer	20,000	Replace lateral service line inspection camera, hardware and software.
		\$20,000	2027 Subtotal
	TOTAL	\$100,000	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox" value="H"/> Safety	<input type="checkbox" value="M"/> Facility Cond.	<input type="checkbox" value="N/A"/> Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox" value="N/A"/> Mandates	<input type="checkbox" value="L"/> Service Def.	<input type="checkbox" value="N/A"/> Tax Base Exp.	<input type="checkbox" value="N/A"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox" value="H"/> O + M Costs	<input type="checkbox" value="N/A"/> Council Goals	<input type="checkbox" value="H"/> Timeliness	Parking
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Parking	G.O. Bonds	30,000	3,020,000	0	0	0	0	0	0	0	0	3,050,000
	Total	30,000	3,020,000	0	0	0	0	0	0	0	0	3,050,000

**2020-2029
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
2020	Parking G.O. Bonds	30,000	Comprehensive needs assessment and structural analysis of the parking garage in preparation of future comprehensive repairs and renovations scheduled in FY2021.
		\$30,000	2020 Subtotal
2021	Parking G.O. Bonds	3,020,000	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.
		\$3,020,000	2021 Subtotal
	TOTAL	\$3,050,000	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox" value="H"/> Safety	<input type="checkbox" value="M"/> Facility Cond.	<input type="checkbox" value="N/A"/> Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox" value="N/A"/> Mandates	<input type="checkbox" value="L"/> Service Def.	<input type="checkbox" value="N/A"/> Tax Base Exp.	<input type="checkbox" value="N/A"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox" value="H"/> O + M Costs	<input type="checkbox" value="N/A"/> Council Goals	<input type="checkbox" value="H"/> Timeliness	Parking
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Parking	G.O. Bonds	255,000	0	0	0	0	335,000	0	0	0	0	590,000
	Total	255,000	0	0	0	0	335,000	0	0	0	0	590,000

**2020-2029
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	255,000	Replace Warren Street Entrance Concrete Plaza (6,500SF) (Expedited from 2025 to coincide with South Stair Tower Replacement): \$155,000 Additional Structural Repairs: \$100,000
		\$255,000	2020 Subtotal
2025	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.
		\$335,000	2025 Subtotal
	TOTAL	\$590,000	

**2020-2029
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 SERVED: New N/A Safety H Facility Cond. L Productivity
 Replace N/A Mandates H Service Def. N/A Tax Base Exp. L City Master Pl.
 Rebuild H O + M Costs N/A Council Goals N/A 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 routine repairs and refurbishment of the City-wide Community Center opened in June 2018. The \$8 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 serves as the headquarters 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	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

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #443-City-Wide Community Center

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	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	2022 Subtotal
TOTAL		\$400,000	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox" value="H"/> Safety	<input type="checkbox" value="M"/> Facility Cond.	<input type="checkbox" value="L"/> Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox" value="L"/> Mandates	<input type="checkbox" value="H"/> Service Def.	<input type="checkbox" value="N/A"/> Tax Base Exp.	<input type="checkbox" value="H"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox" value="L"/> O + M Costs	<input type="checkbox" value="N/A"/> Council Goals	<input type="checkbox" value="H"/> Timeliness	Other
	<input type="checkbox"/> 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 soil vapor extraction systems located at certain City landfills.

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 rehabilitation and repair of soil vapor extraction systems thereby complying with applicable environmental regulations.

IMPACT IF NOT FUNDED: Lack of routine investment will result in increased operating and maintenance costs, and could result in equipment failure. Potential equipment failure could cause the City to be in violation of environmental regulations related to gas migration from these sites.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Solid Waste	G.O. Bonds	0	0	0	0	0	125,000	45,000	0	0	0	170,000
Solid Waste	Capital Transfer	0	0	0	0	0	0	0	10,000	10,000	0	20,000
	Total	0	0	0	0	0	125,000	45,000	10,000	10,000	0	190,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SOLID WASTE #447-Landfill Soil Vapor Extraction Systems

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Solid Waste G.O. Bonds	125,000	Old Turnpike Landfill blower building and associated equipment replacement. Original equipment 1995.
		\$125,000	
2026	Solid Waste G.O. Bonds	45,000	Old Suncook Landfill blower system replacement.
		\$45,000	
2027	Solid Waste Capital Transfer	10,000	Rehabilitation of gas collection system and wells at Old Turnpike Landfill.
		\$10,000	
2028	Solid Waste Capital Transfer	10,000	Rehabilitation of gas collection system and wells at Old Suncook Landfill.
		\$10,000	
TOTAL		\$190,000	

**2020-2029
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 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. Water

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Water	G.O. Bonds	0	10,000	0	0	0	0	10,000	0	0	0	20,000
	Total	0	10,000	0	0	0	0	10,000	0	0	0	20,000

**2020-2029
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.
		\$10,000	2021 Subtotal
2026	Water G.O. Bonds	10,000	Equipment replacement.
		\$10,000	2026 Subtotal
	TOTAL	\$20,000	

**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> M	Safety	<input type="checkbox"/> H	Facility Cond.	<input type="checkbox"/> L	Productivity		
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> L	Mandates	<input type="checkbox"/> M	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> N/A	City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> L	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> M	Timeliness		Sewer
	<input checked="" type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Sewer	G.O. Bonds	360,000	140,000	100,000	500,000	160,000	775,000	350,000	2,100,000	165,000	0	4,650,000
	Total	360,000	140,000	100,000	500,000	160,000	775,000	350,000	2,100,000	165,000	0	4,650,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Sewer G.O. Bonds	150,000	Replace holding tank drain valves.
	Sewer G.O. Bonds	120,000	Sequencing Batch Reactor (SBR) concrete repairs.
	Sewer G.O. Bonds	75,000	Exterior lighting upgrade.
	Sewer G.O. Bonds	15,000	Replace Sequencing Batch Reactor (SBR) check valves.
		\$360,000	2020 Subtotal
2021	Sewer G.O. Bonds	85,000	Fire alarm upgrades.
	Sewer G.O. Bonds	55,000	Fence line clearing and fence repair.
		\$140,000	2021 Subtotal
2022	Sewer G.O. Bonds	100,000	Supervisory Control And Data Acquisition (SCADA) system processor upgrades.
		\$100,000	2022 Subtotal
2023	Sewer G.O. Bonds	500,000	Allowance for concrete/structural repairs.
		\$500,000	2023 Subtotal
2024	Sewer G.O. Bonds	110,000	Plant water pump system replacement.
	Sewer G.O. Bonds	50,000	Renovation of interior finishes (paint, carpet, ceiling tiles, etc.)
		\$160,000	2024 Subtotal
2025	Sewer G.O. Bonds	525,000	Influent screw pump replacement.
	Sewer G.O. Bonds	250,000	Roof replacement.
		\$775,000	2025 Subtotal
2026	Sewer G.O. Bonds	150,000	Fence replacement.
	Sewer G.O. Bonds	100,000	Engineering design for refurbishment of the Sequencing Batch Reactor (SBR).

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-SEWER	#466-Penacook Waste Water Treatment Plant Improvements		
	Sewer G.O. Bonds		100,000	Facilities evaluation to prepare new 10-year CIP.
			\$350,000	2026 Subtotal
2027	Sewer G.O. Bonds		2,000,000	Sequencing Batch Reactor (SBR) refurbishment.
	Sewer G.O. Bonds		100,000	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		\$4,650,000	

**2020-2029
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:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> H	Safety	<input type="checkbox"/> M	Facility Cond.	<input type="checkbox"/> L	Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox"/> H	Mandates	<input type="checkbox"/> H	Service Def.	<input type="checkbox"/> H	Tax Base Exp.	<input type="checkbox"/> H City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> L	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> H	Timeliness	Airport
	<input checked="" type="checkbox"/> 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)

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Other	State	0	0	0	0	0	0	8,334	55,556	0	0	63,890
Airport	Capital Transfer	0	0	0	0	0	0	8,334	8,556	0	0	16,890
Other	Federal	0	0	0	0	0	0	150,000	1,000,000	0	0	1,150,000
	Total	0	0	0	0	0	0	166,668	1,064,112	0	0	1,230,780

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #468-Reconstruct Taxiway A & Itinerant Ramp

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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	\$1,230,780	

**2020-2029
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 SERVED: New Safety Facility Cond. Productivity
 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Airport	Capital Transfer	0	0	0	0	0	0	0	0	27,778	0	27,778
Other	Federal	0	0	0	0	0	0	0	0	500,000	0	500,000
Other	State	0	0	0	0	0	0	0	0	27,778	0	27,778
	Total	0	0	0	0	0	0	0	0	555,556	0	555,556

**2020-2029
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 to support 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	

**2020-2029
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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Transfer	0	0	30,000	35,000	0	24,000	0	0	0	0	89,000
	Total	0	0	30,000	35,000	0	24,000	0	0	0	0	89,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #477-Library Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General Capital Transfer	30,000	Replace Library automation server that was purchased in FY2017.
		\$30,000	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.
		\$35,000	2023 Subtotal
2025	General Capital Transfer	24,000	Replace 4 exterior bins.
		\$24,000	2025 Subtotal
	TOTAL	\$89,000	

**2020-2029
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:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> M	Safety	<input type="checkbox"/> N/A	Facility Cond.	<input type="checkbox"/> L	Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox"/> M	Mandates	<input type="checkbox"/> L	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> L City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> L	O + M Costs	<input type="checkbox"/> L	Council Goals	<input type="checkbox"/> M	Timeliness	Long-Range Planning
	<input type="checkbox"/> 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)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #482-Water System Asset Management

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Water	G.O. Bonds	0	0	0	0	0	90,000	0	0	0	0	90,000
	Total	0	0	0	0	0	90,000	0	0	0	0	90,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water G.O. Bonds	90,000	Development of built infrastructure asset data.
		<u>\$90,000</u>	2025 Subtotal
	TOTAL	<u>\$90,000</u>	

**2020-2029
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 SERVED: New L Safety M Facility Cond. L Productivity
 Replace L Mandates M Service Def. N/A Tax Base Exp. L City Master Pl.
 Rebuild H 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 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	100,000	0	0	0	0	0	0	0	100,000
	Total	0	0	100,000	0	0	0	0	0	0	0	100,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #484-Police Station Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	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	2022 Subtotal
TOTAL		\$100,000	

**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> H Safety	<input type="checkbox"/> L Facility Cond.	<input type="checkbox"/> L Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox"/> H Mandates	<input type="checkbox"/> L Service Def.	<input type="checkbox"/> N/A Tax Base Exp.	<input type="checkbox"/> H City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> L O + M Costs	<input type="checkbox"/> L Council Goals	<input type="checkbox"/> N/A Timeliness	<input type="checkbox"/> Airport
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to make regular investments in the management of obstructions within the Airport's runway protection zones. Investments include property acquisition (both fee simple and easements), as well as management of tall vegetation and other potential obstructions.

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)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #492-Runway Protection Zone (RPZ) Obstruction Removal

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Other	State	0	0	11,400	11,400	0	0	0	0	0	0	22,800
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
	Total	0	0	228,000	228,000	0	0	0	0	0	0	456,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	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
		<u>\$228,000</u>	2022 Subtotal
2023	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
		<u>\$228,000</u>	2023 Subtotal
TOTAL		<u>\$456,000</u>	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #498-Birchdale Road Bridge Replacement

I. PROJECT TYPE: Bridges

II. LOCATION: Birchdale Road over Bela Brook

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	<input type="checkbox"/> New	<input type="checkbox" value="M"/> Safety	<input type="checkbox" value="M"/> Facility Cond.	<input type="checkbox" value="N/A"/> Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox" value="H"/> Mandates	<input type="checkbox" value="M"/> Service Def.	<input type="checkbox" value="N/A"/> Tax Base Exp.	<input type="checkbox" value="M"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox" value="N/A"/> O + M Costs	<input type="checkbox" value="M"/> Council Goals	<input type="checkbox" value="M"/> Timeliness	Other
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: Replace the existing substandard and "Red-Listed" bridge in disrepair over Bela Brook. Provide a structure that is acceptable to current State and Federal standards. The present bridge deck and superstructure is rated in poor condition due to structurally deficient components.

This project is eligible and will be funded through the State Municipal Bridge Aid program (80% State, 20% City).

SERVICE IMPACT: Project ensures the bridge will remain open to traffic, thus promoting a safe and efficient local highway system.

IMPACT IF NOT FUNDED: The bridge may become subject to load limits, or, in the extreme, closure to all traffic due to structural deficiencies. Increased future replacement costs if the project is delayed.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2010

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

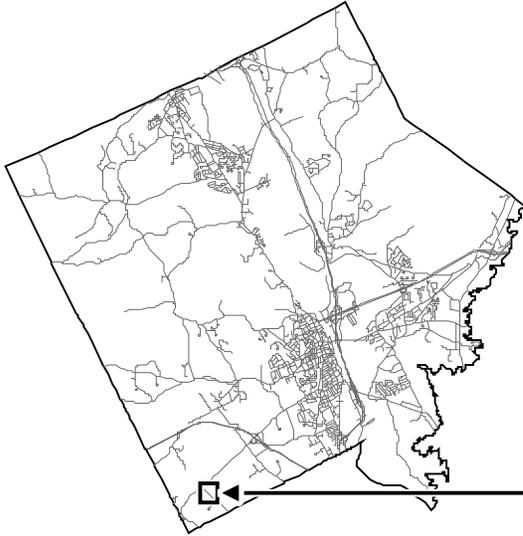
Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	20,000	0	0	0	0	0	0	0	0	0	20,000
Other	State	180,000*	0	0	0	0	0	0	0	0	0	180,000
	Total	200,000	0	0	0	0	0	0	0	0	0	200,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #498-Birchdale Road Bridge Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Other State	180,000	Bridge construction, including construction oversight and administration.
	General G.O. Bonds	20,000	Bridge construction, including construction oversight and administration.
		\$200,000	2020 Subtotal
	TOTAL	\$200,000	



Disclaimer of Mapping Accuracy
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 2020
CIP PROJECT #498
BIRCHDALE ROAD
BRIDGE REPLACEMENT**



**2020-2029
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	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	<input type="checkbox"/> Corridor Improvements
	<input type="checkbox"/> 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 for the purpose of promoting economic development, as well as improving the efficiency of the local highway system.

The new roadway would also feature natural gas, water, and sanitary sewer. Pending the completion of a land use analysis initiated in FY2019, potential route of new roadway may follow the existing water main easement between Whitney Road and Sewalls Falls Road. 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)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #502-Whitney Road Extension

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Sewer	G.O. Bonds	0	0	0	0	0	525,000	0	0	0	0	525,000
General	Impact Fees Traf Dist 2	45,700	0	0	0	0	0	0	0	0	0	45,700
General	Impact Fees Traf Dist 1	7,000	0	0	0	0	0	0	0	0	0	7,000
General	G.O. Bonds	0	0	0	0	0	3,000,000	0	0	0	0	3,000,000
	Total	52,700	0	0	0	0	3,525,000	0	0	0	0	3,577,700

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General Impact Fees Traf Dist 2	45,700	Impact Fee District 2 share.
	General Impact Fees Traf Dist 1	7,000	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>\$52,700</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>\$3,577,700</u>	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #505-South Main Street Corridor Improvements

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: South Main Street from South State Street to Langdon Avenue

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	<input type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity
	<input type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis			

DESCRIPTION: The purpose of this project is to implement a variety of transportation improvements as identified by a traffic study which was completed as part of the redevelopment of the former Blue Cross / Blue Shield property (#2 Pillsbury Street) in 2006.

The study identified a variety of issues and provided recommendations for long-term improvement of South Main Street (from Water Street to the Bow Town Line) including street corridor improvements, additional lane designations, as well as installation of traffic signals and streetscape improvements.

This multi-year, phase improvement program is intended to address roadway capacity and level of service requirements associated with the redevelopment of 2 Pillsbury Street, as well as future redevelopment of the former South End Rail Yard near Langdon Avenue.

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

IMPACT IF NOT FUNDED: Limited future economic development/redevelopment potential. No change of traffic levels of service in the South End Neighborhood.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	160,000	160,000
	Total	0	0	0	0	0	0	0	0	0	160,000	160,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #505-South Main Street Corridor Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2029	General G.O. Bonds	160,000	Design of South Main Street corridor improvements including traffic signals at Pillsbury Street and un-signalized intersections at Gas Street, Allison Street, South State Street and Langdon Avenue.
		\$160,000	2029 Subtotal
TOTAL		\$160,000	

**2020-2029
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 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. Long-Range Planning

DESCRIPTION: Historic surveys and historic preservation projects.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Other	Federal	35,000*	0	0	0	0	0	0	0	0	0	35,000
	Total	35,000	0	0	0	0	0	0	0	0	0	35,000

**2020-2029
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	As a Certified Local Government (CLG), the City of Concord is eligible for up to \$35,000 in grant funds for a wide range of survey and historic preservation projects. Some projects are fully funded by DHR, others require varying percentages of matching funds from the City. Potential projects may be identified each year in the fall. The funds ion this budget item may be used to support matching funds if needed. Over the next two years, the Heritage Commission will be pursuing two projects, including an update to the Historic Resources chapter of the Master Plan, and identification of neighborhoods with historic character. Both projects would be eligible for full funding by DHR and are consistent with the recommendations of the Master Plan 2030.
		\$35,000	2020 Subtotal
TOTAL		\$35,000	

**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Replace	<input type="checkbox"/> Rebuild	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis	<input type="checkbox"/> Safety	<input type="checkbox"/> Mandates	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Productivity	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> Timeliness	<input type="checkbox"/> City Master Pl.
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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 community 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	30,000	0	0	0	0	0	0	0	0	0	30,000
General	Impact Fees Rec Dist 1	0	0	0	0	0	0	0	25,000	0	0	25,000
General	Equip Replace Reserve	50,000*	0	0	0	0	0	0	0	0	0	50,000
	Total	80,000	0	0	0	0	0	0	25,000	0	0	105,000

**2020-2029
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 Equip Replace Reserve	50,000	Replace trail groomer and snowmobile for cross country skiing at Beaver Meadow.
	General G.O. Bonds	30,000	Purchase 4WD tractor with cab, snow blower, and plow to support ice skating on the pond near the 9th green.
		\$80,000	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	\$105,000	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox" value="H"/> Safety	<input type="checkbox" value="M"/> Facility Cond.	<input type="checkbox" value="M"/> Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox" value="H"/> Mandates	<input type="checkbox" value="H"/> Service Def.	<input type="checkbox" value="N/A"/> Tax Base Exp.	<input type="checkbox" value="L"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox" value="N/A"/> O + M Costs	<input type="checkbox" value="N/A"/> Council Goals	<input type="checkbox" value="M"/> Timeliness	
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	250,000	0	0	0	0	0	0	0	0	250,000
General	Highway Reserve	75,000	75,000	75,000	75,000	100,000	0	0	0	0	0	400,000
	Total	75,000	325,000	75,000	75,000	100,000	0	0	0	0	0	650,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #518-Bridge and Dam Maintenance / Repairs

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	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)
		\$75,000	2020 Subtotal
2021	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. Loudon Road over Merrimack River (163/111) Loudon Road over Storrs Street (160/103) Manchester Street over Merrimack River (185/104)
		\$325,000	2021 Subtotal
2022	General Highway Reserve	75,000	Pressure wash and seal three municipal bridges. Horse Hill Road over Contoocook River (069/052) Commercial Street over Watanummon Brook (140/113) Water Street over B&M Railroad Corridor (180/100)
		\$75,000	2022 Subtotal
2023	General Highway Reserve	75,000	Placeholder.
		\$75,000	2023 Subtotal
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

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#518-Bridge and Dam Maintenance / Repairs
	TOTAL	\$650,000

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox" value="H"/> Safety	<input type="checkbox" value="M"/> Facility Cond.	<input type="checkbox" value="H"/> Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox" value="M"/> Mandates	<input type="checkbox" value="H"/> Service Def.	<input type="checkbox" value="L"/> Tax Base Exp.	<input type="checkbox" value="L"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox" value="L"/> O + M Costs	<input type="checkbox" value="H"/> Council Goals	<input type="checkbox" value="H"/> Timeliness	
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Impact Fees Traf Dist 4	0	0	0	0	0	85,000	0	0	0	0	85,000
General	G.O. Bonds	0	0	0	0	0	415,000	0	0	0	0	415,000
	Total	0	0	0	0	0	500,000	0	0	0	0	500,000

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
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	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox" value="H"/> Safety	<input type="checkbox" value="H"/> Facility Cond.	<input type="checkbox" value="H"/> Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox" value="M"/> Mandates	<input type="checkbox" value="H"/> Service Def.	<input type="checkbox" value="L"/> Tax Base Exp.	<input type="checkbox" value="L"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox" value="L"/> O + M Costs	<input type="checkbox" value="M"/> Council Goals	<input type="checkbox" value="H"/> Timeliness	
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to modify certain street intersections to improve geometry and improve safety.

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)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #520-Intersection Safety Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	0	0	50,000	100,000	150,000	0	0	0	300,000
	Total	0	0	0	0	50,000	100,000	150,000	0	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	

**2020-2029
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	<input type="checkbox"/> New	<input type="text" value="H"/>	Safety	<input type="text" value="L"/>	Facility Cond.	<input type="text" value="N/A"/>	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="text" value="L"/>	Mandates	<input type="text" value="M"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="N/A"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="text" value="H"/>	O + M Costs	<input type="text" value="N/A"/>	Council Goals	<input type="text" value="L"/>	Timeliness	Other
	<input type="checkbox"/> 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)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #521-Police Firearms Range Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Transfer	0	0	0	20,000	0	0	0	0	0	0	20,000
General	G.O. Bonds	60,000	0	0	0	0	0	0	0	0	0	60,000
	Total	60,000	0	0	20,000	0	0	0	0	0	0	80,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	60,000	Demolition of the live fire structure and disposal of hazardous materials.
		<u>\$60,000</u>	2020 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>\$80,000</u>	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #527-Fire Department EMS Equipment Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: All City Ambulances, Police Vehicles & City Buildings.

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The systematic replacement of the cardiac monitors and automated external defibrillators (AEDs) used by the Fire Department, Police Department, and are also publicly accessible in City buildings.

SERVICE IMPACT: Routine replacement of equipment maintains the City's EMS capabilities.

IMPACT IF NOT FUNDED: Continued use of existing cardiac monitors and AED's would result in higher maintenance costs, as well as potentially put the public at risk due to equipment failures.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	0	0	500,000	0	0	0	0	0	500,000
	Total	0	0	0	0	500,000	0	0	0	0	0	500,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #527-Fire Department EMS Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	500,000	Replacement of the cardiac monitors used on all Fire Department and Police Department vehicles, as well as all city buildings. Total of 53 AED units.
		\$500,000	2024 Subtotal
TOTAL		<hr/>	\$500,000

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox"/> H Safety	<input type="checkbox"/> H Facility Cond.	<input type="checkbox"/> N/A Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> M Mandates	<input type="checkbox"/> L Service Def.	<input type="checkbox"/> N/A Tax Base Exp.	<input type="checkbox"/> N/A City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> N/A O + M Costs	<input type="checkbox"/> N/A Council Goals	<input type="checkbox"/> L Timeliness	
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to make routine investments in the repair and replacement of infrastructure at the City's four pocket parks, as follows: Reed, Fletcher-Murphy, West Street, and William P. Thompson.

SERVICE IMPACT: Well maintained parks improve property values, minimize potential liabilities, provide quality recreational offerings to the community, and help maintain civic pride.

IMPACT IF NOT FUNDED: Lack of investment will result in disuse of these assets by the community. Facilities could become attractive nuisances. Existing deficiencies will remain unchanged and future costs to repair / replace infrastructure will increase.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	30,000	0	0	65,000	0	0	200,000	0	0	0	295,000
	Total	30,000	0	0	65,000	0	0	200,000	0	0	0	295,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #528-Pocket Parks

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	30,000	Replace standards and backboards with acrylic backboards at the West Street Pocket Park, Fletcher Murphy Park, and Thompson Street Play Lot.
		\$30,000	2020 Subtotal
2023	General G.O. Bonds	65,000	Removal of the large concrete pad at the William P Thompson Play Lot in order to improve public safety. Areas will then be re-graded then loamed and seeded.
		\$65,000	2023 Subtotal
2026	General G.O. Bonds	200,000	Replace playground equipment in all pocket parks.
		\$200,000	2026 Subtotal
	TOTAL	\$295,000	

**2020-2029
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 SERVED: New M Safety L Facility Cond. N/A Productivity
 Replace L Mandates L Service Def. N/A Tax Base Exp. L City Master Pl.
 Rebuild N/A 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 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, deck sealing and waterproofing, repair and replacement of expansion joints, 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Parking	G.O. Bonds	1,060,000	0	0	0	0	370,000	0	0	900,000	0	2,330,000
	Total	1,060,000	0	0	0	0	370,000	0	0	900,000	0	2,330,000

**2020-2029
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
2020	Parking G.O. Bonds	1,060,000	Concrete repairs, sealants / caulking / waterproofing repairs, lighting improvements, plumbing improvements (including new water service for improved maintenance), signage improvements (including signage for conversion from lease to permit program), as well as design services and contingency.
		\$1,060,000	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	\$2,330,000	

**2020-2029
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	<input type="checkbox"/> New	<input type="checkbox"/> M Safety	<input type="checkbox"/> M Facility Cond.	<input type="checkbox"/> M Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> L Mandates	<input type="checkbox"/> H Service Def.	<input type="checkbox"/> N/A Tax Base Exp.	<input type="checkbox"/> N/A City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> N/A O + M Costs	<input type="checkbox"/> N/A Council Goals	<input type="checkbox"/> M Timeliness	Motor Vehicle Equipment
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Golf	Capital Close-out	8,137	0	0	0	0	0	0	0	0	0	8,137
Golf	G.O. Bonds	80,000	60,000	60,000	30,000	30,000	60,000	30,000	60,000	30,000	30,000	470,000
	Total	88,137	60,000	60,000	30,000	30,000	60,000	30,000	60,000	30,000	30,000	478,137

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #530-Golf Course Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Golf G.O. Bonds	50,000	Replace lightweight fairway mower
	Golf G.O. Bonds	30,000	Replace one triplex mower
	Golf Capital Close-out	8,137	Closeout Share
		\$88,137	2020 Subtotal
2021	Golf G.O. Bonds	30,000	Replace 1980 bed knife grinder and reel grinder
	Golf G.O. Bonds	30,000	Replace aerator
		\$60,000	2021 Subtotal
2022	Golf G.O. Bonds	60,000	Replace fairway mower
		\$60,000	2022 Subtotal
2023	Golf G.O. Bonds	30,000	Replace one utility vehicle
		\$30,000	2023 Subtotal
2024	Golf G.O. Bonds	30,000	Replace one triplex mower
		\$30,000	2024 Subtotal
2025	Golf G.O. Bonds	60,000	Replace Rough mower
		\$60,000	2025 Subtotal
2026	Golf G.O. Bonds	30,000	Replace one Utility Vehicle
		\$30,000	2026 Subtotal
2027	Golf G.O. Bonds	60,000	Replace one Rough mower
		\$60,000	2027 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#530-Golf Course Equipment	
2028	Golf G.O. Bonds	30,000	Replace one triplex mower
		\$30,000	2028 Subtotal
2029	Golf G.O. Bonds	30,000	Replace One Aerator
		\$30,000	2029 Subtotal
	TOTAL	\$478,137	

**2020-2029
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	<input checked="" type="checkbox"/> New	<input type="checkbox"/> M	Safety	<input type="checkbox"/> N/A	Facility Cond.	<input type="checkbox"/> L	Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="checkbox"/> N/A	Mandates	<input type="checkbox"/> L	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> M City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> L	O + M Costs	<input type="checkbox"/> L	Council Goals	<input type="checkbox"/> L	Timeliness	Airport
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to make periodic investments in the Tie Down area at the Concord Municipal Airport.

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)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #534-Tie Down Rehabilitation and Expansion

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Airport	Capital Transfer	0	0	0	0	0	8,334	37,500	60,000	0	0	105,834
Other	Federal	0	0	0	0	0	150,000	675,000	1,080,000	0	0	1,905,000
Other	State	0	0	0	0	0	8,334	37,500	60,000	0	0	105,834
	Total	0	0	0	0	0	166,668	750,000	1,200,000	0	0	2,116,668

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	

**2020-2029
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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Impact Fees Traf Dist 4	0	0	0	0	0	150,000	0	0	0	0	150,000
General	G.O. Bonds	0	0	0	0	0	0	850,000	0	0	0	850,000
	Total	0	0	0	0	0	150,000	850,000	0	0	0	1,000,000

**2020-2029
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.
		\$150,000	2025 Subtotal
2026	General G.O. Bonds	850,000	Construction of improvements to the intersection of Regional Drive and Chenell Drive.
		\$850,000	2026 Subtotal
	TOTAL	\$1,000,000	

**2020-2029
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:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	<input type="checkbox"/> Sidewalks
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to implement creation of the Merrimack River Greenway Trail.

The Merrimack River Greenway Trail is envisioned to be 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 terminate 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:

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #543-Merrimack River Greenway Trail Project

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Other	State	0	0	800,000	0	0	8,800,000	0	0	0	0	9,600,000
General	Impact Fees Rec Dist 4	3,428	0	0	0	0	0	0	0	0	0	3,428
General	G.O. Bonds	0	0	0	0	0	1,100,000	0	0	0	0	1,100,000
General	Donations	0	0	200,000	0	0	1,100,000	0	0	0	0	1,300,000
General	Capital Close-out	20,544	0	0	0	0	0	0	0	0	0	20,544
	Total	23,972	0	1,000,000	0	0	11,000,000	0	0	0	0	12,023,972

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General Capital Close-out	20,544	Closeout share.
	General Impact Fees Rec Dist 4	3,428	Funding to review alternative route in lieu of boardwalk through Merrimack River wetlands.
		\$23,972	2020 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
	General Donations	200,000	Construction Engineering/Administration: \$75,000
		\$1,000,000	Design and construction of Phase 1 (B) of the MRGT. Donation portion (20%) 2022 Subtotal
2025	Other State	8,800,000	Design and construction of Phases 2 - 8 of the MRGT. State portion (80%)
	General Donations	1,100,000	Design and construction of Phases 2 - 8 of the MRGT. Donation portion (10%)
	General G.O. Bonds	1,100,000	Design and construction of Phases 2 - 8 of the MRGT 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)

**2020-2029
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		\$12,023,972	

**2020-2029
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:	<input type="checkbox"/> New	<input type="checkbox" value="H"/> Safety	<input type="checkbox" value="M"/> Facility Cond.	<input type="checkbox" value="L"/> Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox" value="L"/> Mandates	<input type="checkbox" value="H"/> Service Def.	<input type="checkbox" value="N/A"/> Tax Base Exp.	<input type="checkbox" value="L"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox" value="L"/> O + M Costs	<input type="checkbox" value="N/A"/> Council Goals	<input type="checkbox" value="H"/> Timeliness	Intersection Improvement
	<input type="checkbox"/> 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 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: Deterioration of major elements of the roundabouts could result in reduced levels of service, potential liabilities, as well as traffic accidents.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Transfer	0	0	75,000	0	0	80,000	0	0	100,000	0	255,000
	Total	0	0	75,000	0	0	80,000	0	0	100,000	0	255,000

**2020-2029
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.
		\$75,000	2022 Subtotal
2025	General Capital Transfer	80,000	Major scheduled maintenance improvements to the Village/Washington roundabout.
		\$80,000	2025 Subtotal
2028	General Capital Transfer	100,000	Major scheduled maintenance improvements to the Exit 16/Mountain Road/Shawmut Street roundabout.
		\$100,000	2028 Subtotal
	TOTAL	\$255,000	

**2020-2029
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	<input type="checkbox"/> New	<input checked="" type="checkbox"/> M	Safety	<input checked="" type="checkbox"/> L	Facility Cond.	<input checked="" type="checkbox"/> L	Productivity		
SERVED:	<input type="checkbox"/> Replace	<input checked="" type="checkbox"/> L	Mandates	<input checked="" type="checkbox"/> L	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> N/A	City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> N/A	O + M Costs	<input checked="" type="checkbox"/> L	Council Goals	<input checked="" type="checkbox"/> L	Timeliness		Public Facilities
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: The purpose of this project is to provide for routine maintenance, repair, and refurbishment of the City's Green Street and Penacook Branch libraries.

SERVICE IMPACT: Routine investments results in safe, functional facilities for the community.

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 and civic pride 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Transfer	15,000	0	0	10,000	0	0	0	0	0	0	25,000
General	G.O. Bonds	0	70,000	220,000	130,000	130,000	100,000	300,000	0	275,000	0	1,225,000
	Total	15,000	70,000	220,000	140,000	130,000	100,000	300,000	0	275,000	0	1,250,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #551-Library Maintenance

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General Capital Transfer	15,000	Replace circulation pump.
		\$15,000	2020 Subtotal
2021	General G.O. Bonds	70,000	Bathroom renovations. (Green Street)
		\$70,000	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)
		\$220,000	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)
		\$140,000	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)
		\$130,000	2024 Subtotal
2025	General G.O. Bonds	100,000	Refurbish HVAC system and controls. (Green Street)
		\$100,000	2025 Subtotal
2026	General G.O. Bonds	300,000	Window refurbishment/replacement. (Green Street)
		\$300,000	2026 Subtotal
2028	General G.O. Bonds	150,000	Handicap ramp replacement. (Penacook)

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#551-Library Maintenance	
	General G.O. Bonds	125,000	Roof replacement. (Penacook)
		<u>\$275,000</u>	2028 Subtotal
	TOTAL	<u>\$1,250,000</u>	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #555-Handgun Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

<input type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> 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. To assure reliability, the Department seeks to replace handguns after approximately 10 years 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Transfer	0	0	0	0	0	0	0	50,000	0	0	50,000
	Total	0	0	0	0	0	0	0	50,000	0	0	50,000

**2020-2029
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 in FY2017.
		\$50,000	2027 Subtotal
	TOTAL	\$50,000	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #557-Memorial Field

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: 70 South Fruit Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for repair, replacement, and expansion 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Transfer	5,000	0	0	0	0	0	0	0	0	0	5,000
General	G.O. Bonds	0	0	140,000	35,000	2,270,000	0	1,000,000	0	125,000	0	3,570,000
	Total	5,000	0	140,000	35,000	2,270,000	0	1,000,000	0	125,000	0	3,575,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #557-Memorial Field

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General Capital Transfer	5,000	Replace electric service at storage facility.
		\$5,000	2020 Subtotal
2022	General G.O. Bonds	140,000	Resurface the track. Last resurfaced in 2008.
		\$140,000	2022 Subtotal
2023	General G.O. Bonds	35,000	Crack seal, colorize, stripe, change standards, new acrylic backboards for two (2) basketball courts.
		\$35,000	2023 Subtotal
2024	General G.O. Bonds	1,695,000	Replace foot ball stadium bleachers, together with the press box and related improvements.
	General G.O. Bonds	500,000	Repair or replace bleachers at Doane Diamond.
	General G.O. Bonds	75,000	Remove and install new asphalt pavement beneath selected bleacher sections serving the football stadium. (Final price pending formal review in FY19)
		\$2,270,000	2024 Subtotal
2026	General G.O. Bonds	600,000	Plans, specs, permits and construction of 2 bay maintenance building. Renovate and enlarge public restrooms.
	General G.O. Bonds	400,000	Lighting improvements at the football stadium. Includes installation of energy efficient fixtures.
		\$1,000,000	2026 Subtotal
2028	General G.O. Bonds	125,000	Install exercise equipment utilizing poured in place safety surfacing.
		\$125,000	2028 Subtotal
	TOTAL	\$3,575,000	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #560-Fire Training Facility

I. PROJECT TYPE: Public Safety

II. LOCATION: Old Turnpike Road

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to support repair, replacement, and expansion of the City's Fire Training Facility.

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.

In FY 2009, the City appropriated \$150,000 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.

In FY2018, the City appropriated funding for the construction of the new training facility. Supplemental funds were appropriated in FY2019. Construction of the new facility on Old Turnpike Road began in FY2019 and will be completed in FY2020.

SERVICE IMPACT: Periodic investment in the Fire Training Facility ensures that the facility remains operational 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)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #560-Fire Training Facility

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	500,000	0	500,000
	Total	0	0	0	0	0	0	0	0	500,000	0	500,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	500,000	Replacement of Conex Containers at the Fire Training Facility.
		<u>\$500,000</u>	2028 Subtotal
	TOTAL	<u>\$500,000</u>	

**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> H	Safety	<input type="checkbox"/> H	Facility Cond.	<input type="checkbox"/> N/A	Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> L	Mandates	<input type="checkbox"/> H	Service Def.	<input type="checkbox"/>	Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> N/A	O + M Costs	<input type="checkbox"/>	Council Goals	<input type="checkbox"/>	Timeliness	
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: This project provides for the 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	135,000	93,000	93,000	93,000	93,000	20,000	20,000	20,000	20,000	0	587,000
	Total	135,000	93,000	93,000	93,000	93,000	20,000	20,000	20,000	20,000	0	587,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	75,000	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)
		\$135,000	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
2025	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		\$20,000	2025 Subtotal
2026	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#561-Fire Alarm Infrastructure Replacement		
		\$20,000		2026 Subtotal
2027	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)	
		\$20,000		2027 Subtotal
2028	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)	
		\$20,000		2028 Subtotal
	TOTAL	\$587,000		

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	<input type="checkbox"/> Long-Range Planning
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Econ. Dev. Reserve	0	0	30,000	0	0	0	0	0	0	0	30,000
General	G.O. Bonds	0	30,000	180,000	0	0	0	0	0	0	0	210,000
	Total	0	30,000	210,000	0	0	0	0	0	0	0	240,000

**2020-2029
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	30,000	The Three Rivers Study is intended to be the first step in the overall update to the Master Plan, developing a new vision for the City's relationship with the Merrimack, Contoocook, and Soucook Rivers. The study will focus on identifying new economic development, housing, recreation, and conservation goals for the rivers, based on technical analysis and public outreach. The results of this study will be used as the basis for the next Master Plan, as a jumping off point for public outreach sessions intended to generate a new vision and identity for the City overall, and will inform proposed zoning changes to implement a new vision.
		\$30,000	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 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.
	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.
		\$210,000	2022 Subtotal
	TOTAL	\$240,000	

**2020-2029
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:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	<input type="checkbox"/> Parks
	<input type="checkbox"/> 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 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)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #567-Penacook Riverfront Parks

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	0	0	220,000	0	0	0	0	0	220,000
Other	Tax Increment Financing	50,000*	0	900,000	0	0	0	0	0	0	0	950,000
	Total	50,000	0	900,000	0	220,000	0	0	0	0	0	1,170,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Other Tax Increment Financing	50,000	50% Design of new Riverfront Park at former Allied Leather Tannery / Penacook Landing Site. Financed by PVTIF District (Capital Transfer).
		\$50,000	2020 Subtotal
2022	Other Tax Increment Financing	900,000	Canal Street Riverfront Park: Final 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 reconstruction and expansion of the Canal Street Municipal Parking Lot.
		\$900,000	2022 Subtotal
2024	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	2024 Subtotal
	TOTAL	\$1,170,000	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

I. PROJECT TYPE: Other Vehicles

II. LOCATION: Parks and Cemeteries

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	<input type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to provide a capital improvement program for the routine replacement of the Parks and Recreation Department's turf equipment. Equipment is used for recreational facilities, as well as cemeteries.

SERVICE IMPACT: Routine replacement maintains or improves current levels of service for maintenance of parks and cemeteries, helps provide for more efficient maintenance of facilities due to advances in equipment technology, reduces repair costs and equipment "down time" due to use of new, reliable equipment.

IMPACT IF NOT FUNDED: Continued reliance upon old and outdated equipment will result in less efficient operations due to increased down time associated with equipment failures and repairs.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	25,000	60,000	35,000	40,000	55,000	115,000	40,000	0	50,000	0	420,000
	Total	25,000	60,000	35,000	40,000	55,000	115,000	40,000	0	50,000	0	420,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	25,000	Replace Toro infield pro ball diamond machine. (Parks)
		\$25,000	2020 Subtotal
2021	General G.O. Bonds	35,000	Replace 1988 John Deere 4 wheel drive 3 cylinder diesel tractor with bucket. (Parks)
	General G.O. Bonds	25,000	Replace John Deere 60" out front mower. (Parks)
		\$60,000	2021 Subtotal
2022	General G.O. Bonds	35,000	Replace Toro out front mower. (Parks)
		\$35,000	2022 Subtotal
2023	General G.O. Bonds	40,000	Replace small loader/backhoe. (Cemeteries)
		\$40,000	2023 Subtotal
2024	General G.O. Bonds	35,000	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.
		\$55,000	2024 Subtotal
2025	General G.O. Bonds	35,000	Replace large area aerator. (Parks)
	General G.O. Bonds	30,000	Replace Toro infield pro ball diamond machine with attachments. (Parks)
	General G.O. Bonds	30,000	Replace John Deere 60" out front rotary mower. (Cemeteries)
	General G.O. Bonds	20,000	Replace zero turn mower. (Parks)
		\$115,000	2025 Subtotal
2026	General G.O. Bonds	40,000	Replace John Deere 2025R 4 wheel drive tractor with bucket and attachments.
		\$40,000	2026 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#569-Parks and Cemeteries	Small Turf Equipment	
2028	General G.O. Bonds		25,000	Replace deep tine aerator. (Parks)
	General G.O. Bonds		25,000	Replace 60" out front rotary mower. (Cemeteries)
			\$50,000	2028 Subtotal
	TOTAL		\$420,000	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #570-Pleasant/Warren/Fruit Intersection Round About

I. PROJECT TYPE: Intersections

II. LOCATION: Pleasant Street/Warren Street/Fruit Street Intersection

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

<input checked="" type="checkbox"/> New	<input type="checkbox"/> H Safety	<input type="checkbox"/> H Facility Cond.	<input type="checkbox"/> H Productivity	
<input type="checkbox"/> Replace	<input type="checkbox"/> M Mandates	<input type="checkbox"/> L Service Def.	<input type="checkbox"/> M Tax Base Exp.	<input type="checkbox"/> H City Master Pl.
<input type="checkbox"/> Rebuild	<input type="checkbox"/> L O + M Costs	<input type="checkbox"/> M Council Goals	<input type="checkbox"/> H Timeliness	Intersection Improvement
<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: Following completion of a 2013 Engineering Study of the Pleasant/Warren/Fruit intersection, the 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, as well as pedestrian and bike safety at this critical location.

IMPACT IF NOT FUNDED: Continued congestion, limited levels of service, increased traffic accidents, unresolved pedestrian and vehicular 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	0	0	0	1,500,000	0	0	0	0	1,500,000
	Total	0	0	0	0	0	1,500,000	0	0	0	0	1,500,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #570-Pleasant/Warren/Fruit Intersection Round About

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>	

**2020-2029
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 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. Other

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.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	500,000	0	0	100,000	0	0	0	0	0	0	600,000
Other	State	0	600,000	0	0	0	0	0	0	0	0	600,000
	Total	500,000	600,000	0	100,000	0	0	0	0	0	0	1,200,000

**2020-2029
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	Phase 1 - Upgrade the existing 20-inch diameter drainage pipe between I-393 and the Kimball-Jenkins Art School from the I-393/North Main Street intersection to the Pan Am Railroad right-of-way with a 36-inch diameter pipe, and replace the existing catch basin at the I-393/North Main Street intersection of with a large inlet structure and double grates to increase the capacity of this leg of the system. This phase will also include an alternate item upgrading the drainage pipe that runs parallel to the railroad ROW if permission can be secured with Pan Am Railroad.
		\$500,000	2020 Subtotal
2021	Other State	600,000	Phase 2 - Design and Construction: Upgrade the drainage system from the terminus of Phase 1 near the railroad tracks to where the drainage system near Stickney Avenue as part of the Storrs Street Extension Project. Phase II will be supported by NHDOT funds to compensate the component of storm water from I-393 that contributes to the flooding at the I-393/North Main Street intersection. This may include constructing and connecting to a new detention basin that NHDOT would construct within the Exit 15 southbound cloverleaf of the I-93.
		\$600,000	2021 Subtotal
2023	General G.O. Bonds	100,000	Phase 3 - Design.
		\$100,000	2023 Subtotal
	TOTAL	\$1,200,000	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<u>N/A</u> Safety	<u>H</u> Facility Cond.	<u>L</u> Productivity	
	<input checked="" type="checkbox"/> Replace	<u>N/A</u> Mandates	<u>L</u> Service Def.	<u>M</u> Tax Base Exp.	<u>H</u> City Master Pl.
	<input type="checkbox"/> Rebuild	<u>N/A</u> O + M Costs	<u>M</u> Council Goals	<u>M</u> Timeliness	Airport
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Airport	Capital Transfer	0	0	0	10,554	0	0	0	0	0	0	10,554
Other	Federal	0	0	0	190,000	0	0	0	0	0	0	190,000
Other	State	0	0	0	10,554	0	0	0	0	0	0	10,554
	Total	0	0	0	211,108	0	0	0	0	0	0	211,108

**2020-2029
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	

**2020-2029
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 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 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	25,000	0	0	0	750,000	30,000	0	0	0	805,000
General	Capital Transfer	25,000	25,000	25,000	30,000	30,000	30,000	30,000	0	0	0	195,000
	Total	25,000	50,000	25,000	30,000	30,000	780,000	60,000	0	0	0	1,000,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General Capital Transfer	25,000	Systematic replacement of firefighting protective clothing.
		\$25,000	2020 Subtotal
2021	General G.O. Bonds	25,000	Replacement of Active Shooter Personal Protective Equipment.
	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
	TOTAL	\$1,000,000	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox"/> H Safety	<input type="checkbox"/> H Facility Cond.	<input type="checkbox"/> N/A Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> N/A Mandates	<input type="checkbox"/> N/A Service Def.	<input type="checkbox"/> N/A Tax Base Exp.	<input type="checkbox"/> N/A City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> L O + M Costs	<input type="checkbox"/> N/A Council Goals	<input type="checkbox"/> M Timeliness	
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	80,000	150,000	0	0	0	0	0	0	0	0	230,000
General	Capital Transfer	180,000	180,000	190,000	190,000	200,000	200,000	210,000	210,000	0	0	1,560,000
	Total	260,000	330,000	190,000	190,000	200,000	200,000	210,000	210,000	0	0	1,790,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #575-Police Vehicle & Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General Capital Transfer	180,000	Replace 4 vehicles.
	General G.O. Bonds	80,000	Replace Evidence Van.
		\$260,000	2020 Subtotal
2021	General Capital Transfer	180,000	Replace 4 vehicles.
	General G.O. Bonds	150,000	Replace Police Command Vehicle.
		\$330,000	2021 Subtotal
2022	General Capital Transfer	190,000	Replace 4 vehicles.
		\$190,000	2022 Subtotal
2023	General Capital Transfer	190,000	Replace 4 vehicles.
		\$190,000	2023 Subtotal
2024	General Capital Transfer	200,000	Replace 4 vehicles.
		\$200,000	2024 Subtotal
2025	General Capital Transfer	200,000	Replace 4 vehicles.
		\$200,000	2025 Subtotal
2026	General Capital Transfer	210,000	Replace 4 vehicles.
		\$210,000	2026 Subtotal
2027	General Capital Transfer	210,000	Replace 4 vehicles.
		\$210,000	2027 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#575-Police Vehicle & Equipment Replacement
	TOTAL	\$1,790,000

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox"/> M Safety	<input type="checkbox"/> H Facility Cond.	<input type="checkbox"/> N/A Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> M Mandates	<input type="checkbox"/> H Service Def.	<input type="checkbox"/> N/A Tax Base Exp.	_____ City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> M O + M Costs	<input type="checkbox"/> N/A Council Goals	<input type="checkbox"/> N/A Timeliness	
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Transfer	0	30,000	30,000	30,000	35,000	35,000	35,000	35,000	35,000	0	265,000
	Total	0	30,000	30,000	30,000	35,000	35,000	35,000	35,000	35,000	0	265,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General Capital Transfer	30,000	Placeholder for future projects.
		<u>\$30,000</u>	2021 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#576-General Facility Repairs	
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	\$265,000	

**2020-2029
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 and refurbishment of Bicentennial Square and Eagle Square.

SERVICE IMPACT: Routine maintenance and refurbishment will minimize unanticipated costly emergency repairs and extend useful life of these assets.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	40,000	100,000	25,000	20,000	0	0	0	600,000	0	500,000	1,285,000
	Total	40,000	100,000	25,000	20,000	0	0	0	600,000	0	500,000	1,285,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	20,000	Replace the Eagle Square fountain, pumps, and valves.
	General G.O. Bonds	20,000	Tree and landscape improvements at Bicentennial Square.
		<u>\$40,000</u>	2020 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#579-Downtown Squares		
2021	General G.O. Bonds	100,000		Refurbish the stairs at Eagle Square Amphitheater.
		\$100,000		2021 Subtotal
2022	General G.O. Bonds	25,000		Repairs to the fountain at Bicentennial Square.
		\$25,000		2022 Subtotal
2023	General G.O. Bonds	20,000		Tree and landscape improvements at Eagle Square.
		\$20,000		2023 Subtotal
2027	General G.O. Bonds	600,000		Replacement of brick pavers and related infrastructure throughout Bicentennial Square.
		\$600,000		2027 Subtotal
2029	General G.O. Bonds	500,000		Remove and replace concrete amphitheater seating in Eagle Square.
		\$500,000		2029 Subtotal
	TOTAL	\$1,285,000		

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #583-East Concord Fire Station

I. PROJECT TYPE: Public Buildings

II. LOCATION: East Concord

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. Long-Range Planning

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	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

**2020-2029
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		<hr/> \$5,000,000	

**2020-2029
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:	<input checked="" type="checkbox"/> New	<u>N/A</u> Safety	<input type="checkbox"/> Facility Cond.	<u>N/A</u> Productivity	
	<input type="checkbox"/> Replace	<u>N/A</u> Mandates	<input type="checkbox"/> Service Def.	<u>N/A</u> Tax Base Exp.	<u>N/A</u> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<u>N/A</u> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	Other
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	60,000	145,000	130,000	70,000	0	100,000	75,000	385,000	0	0	965,000
	Total	60,000	145,000	130,000	70,000	0	100,000	75,000	385,000	0	0	965,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #587-Cemetery Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	60,000	Blossom Hill paving project. Phase 3 of 6.
		\$60,000	2020 Subtotal
2021	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.
	General G.O. Bonds	25,000	Replace the three garage doors and main door at the maintenance shop at Blossom Hill Maintenance facility.
	General G.O. Bonds	70,000	Blossom Hill paving project. Phase 4 of 6.
		\$145,000	2021 Subtotal
2022	General G.O. Bonds	70,000	Blossom Hill paving project. Phase 5 of 6.
	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.
		\$130,000	2022 Subtotal
2023	General G.O. Bonds	70,000	Blossom Hill paving project. Phase 6 of 6.
		\$70,000	2023 Subtotal
2025	General G.O. Bonds	100,000	Design, construct, and furnish fire proof room for records storage.
		\$100,000	2025 Subtotal
2026	General G.O. Bonds	75,000	Blossom Hill Cemetery. Dredge pond, repair granite retaining wall at pond, and install guard rail.
		\$75,000	2026 Subtotal
2027	General G.O. Bonds	350,000	Blossom Hill Cemetery. Repair / rebuild historic granite retaining wall in kind which failed in 2016.

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#587-Cemetery Improvements	
	General G.O. Bonds	35,000	Purchase Columbarium at Blossom Hill Cemetery.
		\$385,000	2027 Subtotal
	TOTAL	\$965,000	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox" value="H"/> Safety	<input type="checkbox" value="M"/> Facility Cond.	<input type="checkbox" value="H"/> Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox" value="M"/> Mandates	<input type="checkbox" value="H"/> Service Def.	<input type="checkbox" value="M"/> Tax Base Exp.	<input type="checkbox" value="L"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox" value="L"/> O + M Costs	<input type="checkbox" value="L"/> Council Goals	<input type="checkbox" value="H"/> Timeliness	
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: A 2015 bridge inspection by the NH Department of Transportation determined that the Loudon Road Bridge had several structural deficiencies. As a result, it was placed on the NH Department of Transportation's "Red List".

This project is intended to address the bridge's structural and operational deficiencies.

This work is also a critical step in NHDOT's plan for the I-93 widening project as it is vital link in the State's traffic control plan detours for reconstruction of the I-393 bridges.

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 easterly and westerly areas of the City across the Merrimack River. 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. Not implementing this work will also delay the State's plans to replace the I-393 bridges of I-93.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

50

Expected Bond Term (in Years)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

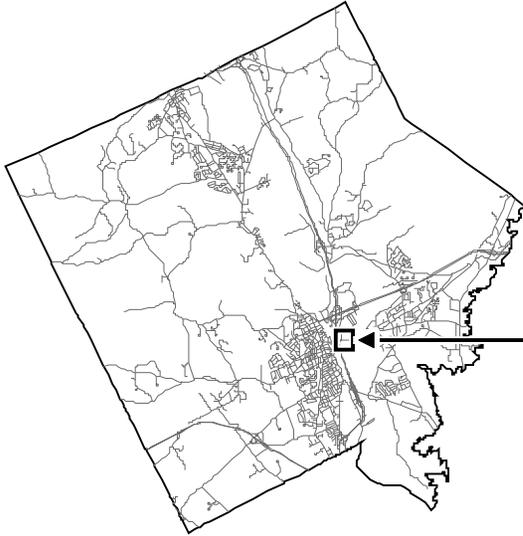
PROJECT: CD-ENGINEERING SERVICES #588-Loudon Road Bridge Improvement Project

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	270,000	2,131,000	0	0	0	0	0	0	0	0	2,401,000
Other	State	1,062,000*	8,523,000	0	0	0	0	0	0	0	0	9,585,000
	Total	1,332,000	10,654,000	0	0	0	0	0	0	0	0	11,986,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Other State	1,062,000	Engineering design of deck, rail, and expansion joint repairs/rehabilitation, as well as substructure concrete repairs, etc. \$1,330,000 estimated engineering and ROW fees including the State's 80% portion of project costs of \$1,062,000 from the Municipal Bridge Aid Funding Program. The remaining 20% of funds are from the City's General Fund Bonds.
	General G.O. Bonds	270,000	Engineering design of deck, rail, and expansion joint repairs/rehabilitation, as well as substructure concrete repairs, etc. \$1,330,000 estimated engineering and ROW fees including the City's 20% portion of project costs of \$266,000 (then rounded to nearest \$5,000 for bonding). The remaining 80% of funds are from Municipal Bridge Aid Funding Program.
		\$1,332,000	2020 Subtotal
2021	Other State	8,523,000	Construction of deck, rail, and expansion joint repairs/rehabilitation, as well as substructure concrete repairs, etc. \$10,654,000 estimated construction costs including the State's 80% portion of project costs of \$8,523,000 from the Municipal Bridge Aid Funding Program. The remaining 20% of funds are from the City's General Fund Bonds.
	General G.O. Bonds	2,131,000	Construction of deck, rail, and expansion joint repairs/rehabilitation, as well as substructure concrete repairs, etc. \$10,654,000 estimated construction costs including the City's 20% portion of project costs of \$2,131,000. The remaining 80% of funds are from the Municipal Bridge Aid Funding Program.
		\$10,654,000	2021 Subtotal
	TOTAL	\$11,986,000	



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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

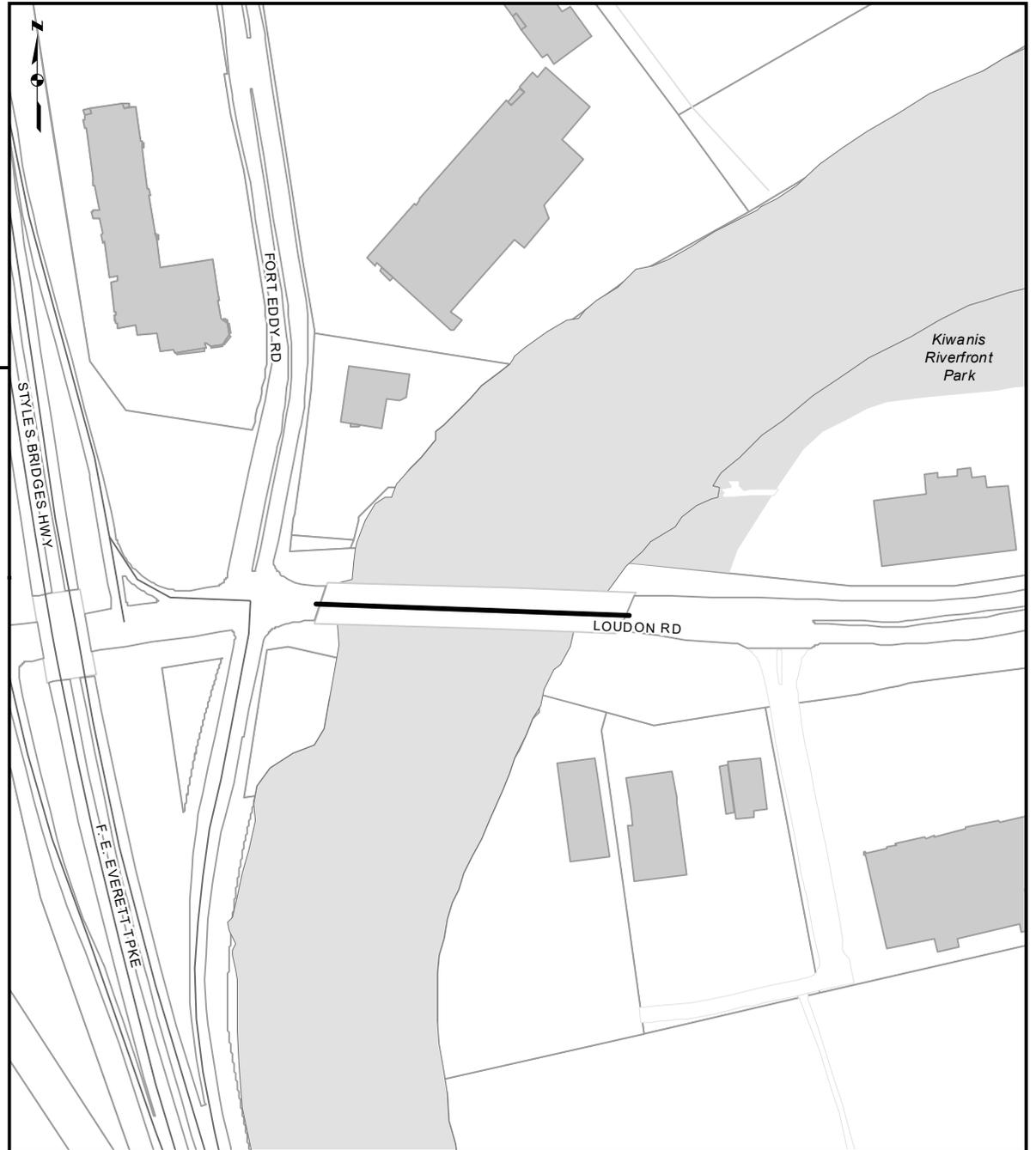
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Not to Scale



**FY 2020
CIP PROJECT #588

LOUDON ROAD
BRIDGE IMPROVEMENT**



**2020-2029
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:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	<input type="checkbox"/> Economic Development
	<input type="checkbox"/> 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 Downtown 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 functionality, safety, as well as aesthetics. Potential tax base expansion through renovation of properties abutting streetscape improvements.

IMPACT IF NOT FUNDED: Continued deterioration of sidewalks and streetscapes resulting in potential safety hazards, less utility, and diminished aesthetic appearance of Downtown Central Business District.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #589-Downtown Corridor Streetscape Improvement Project

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	250,000	4,170,000
	Total	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	250,000	4,170,000

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

**2020-2029
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
2029	General G.O. Bonds	250,000	Thompson Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Thompson Street (Main to State) with particular focus on the entrances to the abutting City development parcels.
		\$250,000	2029 Subtotal
	TOTAL	\$4,170,000	

**2020-2029
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:	<input type="checkbox"/> New	<input type="checkbox" value="M"/> Safety	<input type="checkbox" value="M"/> Facility Cond.	<input type="checkbox" value="N/A"/> Productivity	
	<input type="checkbox"/> Replace	<input type="checkbox" value="L"/> Mandates	<input type="checkbox" value="M"/> Service Def.	<input type="checkbox" value="L"/> Tax Base Exp.	<input type="checkbox" value="L"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox" value="L"/> O + M Costs	<input type="checkbox" value="L"/> Council Goals	<input type="checkbox" value="L"/> Timeliness	
	<input type="checkbox"/> 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 for pedestrians.

IMPACT IF NOT FUNDED: Continued deterioration of sidewalk conditions will occur, resulting in potential hazards and increased repair costs in the future.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	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

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #590-Downtown Civic District Sidewalk Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	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	2022 Subtotal
TOTAL		\$750,000	

**2020-2029
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 SERVED: New Safety Facility Cond. Productivity
 Replace Mandates Service Def. Tax Base Exp. City Master Pl.
 Rebuild O + M Costs Council Goals Timeliness Long-Range Planning
 Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to construct a new Central Fire Station in order to replace the current 1977 facility.

The current facility is nearing 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	5,000,000	0	0	5,000,000
	Total	0	0	0	0	0	0	0	5,000,000	0	0	5,000,000

**2020-2029
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		<hr/> \$5,000,000	

**2020-2029
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:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> N/A	Safety	<input type="checkbox"/> H	Facility Cond.	<input type="checkbox"/> H	Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> N/A	Mandates	<input type="checkbox"/> H	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> H City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox"/> H	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> N/A	Timeliness	
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Parking	Capital Transfer	6,000	7,000	14,500	8,000	8,000	9,000	9,000	10,000	10,000	10,000	91,500
Parking	G.O. Bonds	345,000	365,000	260,000	0	0	0	0	0	0	0	970,000
	Total	351,000	372,000	274,500	8,000	8,000	9,000	9,000	10,000	10,000	10,000	1,061,500

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #595-Parking Meters

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Parking G.O. Bonds	255,000	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 G.O. Bonds	90,000	Storrs Street meter expansion (Theatre to South Main Street). 60 Spaces. Storrs Street meter expansion (Dixon Ave to Holiday Inn) as discussed during approval of Granite Center Redevelopment Project at Dixon Ave. 20 Spaces.
	Parking Capital Transfer	6,000	Meter maintenance.
		\$351,000	2020 Subtotal
2021	Parking G.O. Bonds	365,000	Replace 375 single space mechanical meters with smart meters.
	Parking Capital Transfer	7,000	Meter maintenance.
		\$372,000	2021 Subtotal
2022	Parking G.O. Bonds	260,000	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 shall 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.
		\$274,500	2022 Subtotal
2023	Parking Capital Transfer	8,000	Meter maintenance.
		\$8,000	2023 Subtotal
2024	Parking Capital Transfer	8,000	Meter maintenance.
		\$8,000	2024 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#595-Parking Meters		
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	
2029	Parking Capital Transfer	10,000	Meter maintenance.	
		\$10,000	2029 Subtotal	
	TOTAL	\$1,061,500		

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #596-Surface Lots

I. PROJECT TYPE: Parking

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:	<input type="checkbox"/> New	<input type="checkbox" value="H"/> Safety	<input type="checkbox" value="H"/> Facility Cond.	<input type="checkbox" value="M"/> Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox" value="N/A"/> Mandates	<input type="checkbox" value="H"/> Service Def.	<input type="checkbox" value="N/A"/> Tax Base Exp.	<input type="checkbox" value="H"/> City Master Pl.
	<input checked="" type="checkbox"/> Rebuild	<input type="checkbox" value="N/A"/> O + M Costs	<input type="checkbox" value="N/A"/> Council Goals	<input type="checkbox" value="N/A"/> Timeliness	<input type="checkbox"/> Parking
	<input type="checkbox"/> 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 Function.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Parking	G.O. Bonds	0	0	50,000	0	0	0	435,000	695,000	105,000	0	1,285,000
	Total	0	0	50,000	0	0	0	435,000	695,000	105,000	0	1,285,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Parking G.O. Bonds	50,000	Financial contribution towards reconstruction and expansion 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.

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#596-Surface Lots	
		\$50,000	2022 Subtotal
2026	Parking G.O. Bonds	435,000	Reconstruction of the Police Department parking lot.
		\$435,000	2026 Subtotal
2027	Parking G.O. Bonds	425,000	Reconstruction of the City Hall / Auditorium parking lot.
	Parking G.O. Bonds	185,000	Reconstruction of the Library parking lot.
	Parking G.O. Bonds	85,000	Mill and pave Storrs Street Parking Lot (beneath Loudon Road overpass).
		\$695,000	2027 Subtotal
2028	Parking G.O. Bonds	105,000	Reconstruction of the McKee Square parking lot.
		\$105,000	2028 Subtotal
	TOTAL	\$1,285,000	

**2020-2029
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 Mandates O + M Costs Facility Cond. Service Def. Council Goals Productivity Tax Base Exp. Timeliness

H City Master Pl.

DESCRIPTION: This project provides funding for the installation, repair, and replacement of "Winter Parking Ban 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 Nashua NH and 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Parking	G.O. Bonds	0	0	0	150,000	0	0	0	0	0	0	150,000
Parking	Capital Transfer	0	0	0	0	10,000	10,000	10,000	10,000	10,000	0	50,000
	Total	0	0	0	150,000	10,000	10,000	10,000	10,000	10,000	0	200,000

**2020-2029
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.
		\$150,000	2023 Subtotal
2024	Parking Capital Transfer	10,000	Parking beacon maintenance.
		\$10,000	2024 Subtotal
2025	Parking Capital Transfer	10,000	Parking beacon maintenance.
		\$10,000	2025 Subtotal
2026	Parking Capital Transfer	10,000	Parking beacon maintenance.
		\$10,000	2026 Subtotal
2027	Parking Capital Transfer	10,000	Parking beacon maintenance.
		\$10,000	2027 Subtotal
2028	Parking Capital Transfer	10,000	Parking beacon maintenance.
		\$10,000	2028 Subtotal
	TOTAL	\$200,000	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #598-TASER Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION:

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	<input checked="" type="checkbox"/> New	<input type="checkbox"/> M	Safety	<input type="checkbox"/> N/A	Facility Cond.	<input type="checkbox"/> N/A	Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> N/A	Mandates	<input type="checkbox"/> H	Service Def.	<input type="checkbox"/> N/A	Tax Base Exp.	<input type="checkbox"/> N/A City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> H	O + M Costs	<input type="checkbox"/> N/A	Council Goals	<input type="checkbox"/> M	Timeliness	
	<input type="checkbox"/> 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 replacement of the Police Department's TASER units.

Taser's have a useful life span of five years and will need replacement once this life span has been reached.

SERVICE
IMPACT:

IMPACT IF NOT FUNDED: 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	0	50,000	50,000	0	0	0	0	0	100,000
	Total	0	0	0	50,000	50,000	0	0	0	0	0	100,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #598-TASER Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	50,000	Phase 1 of 2 - Replace TASER units purchased in FY 2018.
		\$50,000	2023 Subtotal
2024	General G.O. Bonds	50,000	Phase 1 of 2 - Replace TASER units purchased in FY 2019.
		\$50,000	2024 Subtotal
	TOTAL	\$100,000	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<u>N/A</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity		
	<input type="checkbox"/> Replace	<u>N/A</u>	Mandates	<u>H</u>	Service Def.	<u>L</u>	Tax Base Exp.	<u>M</u>	City Master Pl.
	<input type="checkbox"/> Rebuild	<u>N/A</u>	O + M Costs	<u>M</u>	Council Goals	<u>M</u>	Timeliness		Economic Development
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Transfer	0	0	0	0	60,000	0	0	0	0	0	60,000
	Total	0	0	0	0	60,000	0	0	0	0	0	60,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #599-Zoning Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	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	2024 Subtotal
TOTAL		\$60,000	

**2020-2029
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 SERVED: New N/A Safety N/A Facility Cond. N/A Productivity
 Replace L Mandates L Service Def. N/A Tax Base Exp. L City Master Pl.
 Rebuild N/A O + M Costs M Council Goals L 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 since its inception in 2001. The impact fee unit rates have been increased periodically over the years for inflation.

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: Potential legal challenges and the potential for taxpayers to shoulder more than their fair share of facility improvements used by new development.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Transfer	0	0	0	0	0	0	0	0	20,000	0	20,000
	Total	0	0	0	0	0	0	0	0	20,000	0	20,000

**2020-2029
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	

**2020-2029
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 SERVED: New N/A Safety N/A Facility Cond. N/A Productivity
 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 N/A 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Transfer	0	0	0	30,000	0	0	0	0	0	0	30,000
	Total	0	0	0	30,000	0	0	0	0	0	0	30,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #601-Design Guidelines Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General Capital Transfer	30,000	The existing Design Guidelines are very outdated and need to be significantly revised to assist property owners, developers and City Boards and Committees with less subjective decision making. While this is a pressing concern, the specific need and content of the Design Guidelines may not be clear until the zoning update and Master Plan projects are complete.
		\$30,000	2023 Subtotal
TOTAL		\$30,000	

**2020-2029
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	<input type="checkbox"/> New	<input type="checkbox" value="H"/> Safety	<input type="checkbox" value="H"/> Facility Cond.	<input type="checkbox" value="N/A"/> Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="checkbox" value="H"/> Mandates	<input type="checkbox" value="H"/> Service Def.	<input type="checkbox" value="N/A"/> Tax Base Exp.	_____ City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox" value="N/A"/> O + M Costs	<input type="checkbox" value="L"/> Council Goals	<input type="checkbox" value="M"/> Timeliness	
	<input type="checkbox"/> 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: Continued 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Other	State	0	0	0	0	0	0	1,600,000	0	0	0	1,600,000
General	G.O. Bonds	0	0	0	0	0	0	400,000	0	0	0	400,000
	Total	0	0	0	0	0	0	2,000,000	0	0	0	2,000,000

**2020-2029
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	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to repair the existing bridge on Washington Street in Penacook Village over the Canal Inlet at the Contoocook River. The present substructure and bearings are in serious condition and in need of immediate repair. This bridge is municipally owned and at this time is not eligible for State Municipal Bridge Aid Program funds.

SERVICE IMPACT: Continued use for public travel. Repairs to bridge are required to meet 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): 20 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

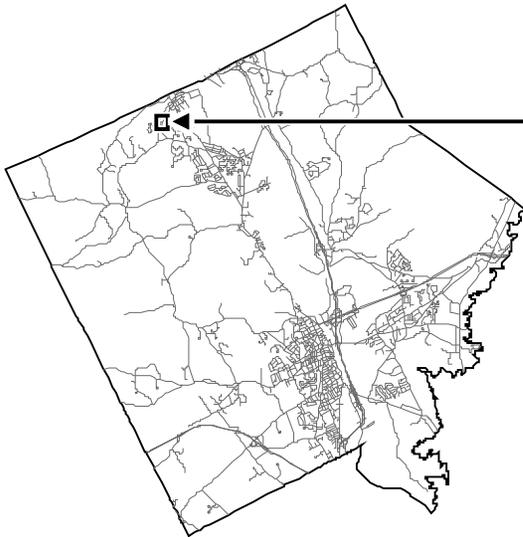
Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	220,000	740,000	0	0	0	0	0	0	0	0	960,000
	Total	220,000	740,000	0	0	0	0	0	0	0	0	960,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #603-Washington Street Bridge Replacement Project

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	General G.O. Bonds	220,000	Design of bridge repairs in order to address seriously deteriorated bridge substructure.
		\$220,000	2020 Subtotal
2021	General G.O. Bonds	740,000	Construction of bridge repairs.
		\$740,000	2021 Subtotal
	TOTAL	\$960,000	



Disclaimer of Mapping Accuracy
Engineering Services Division
City of Concord, New Hampshire

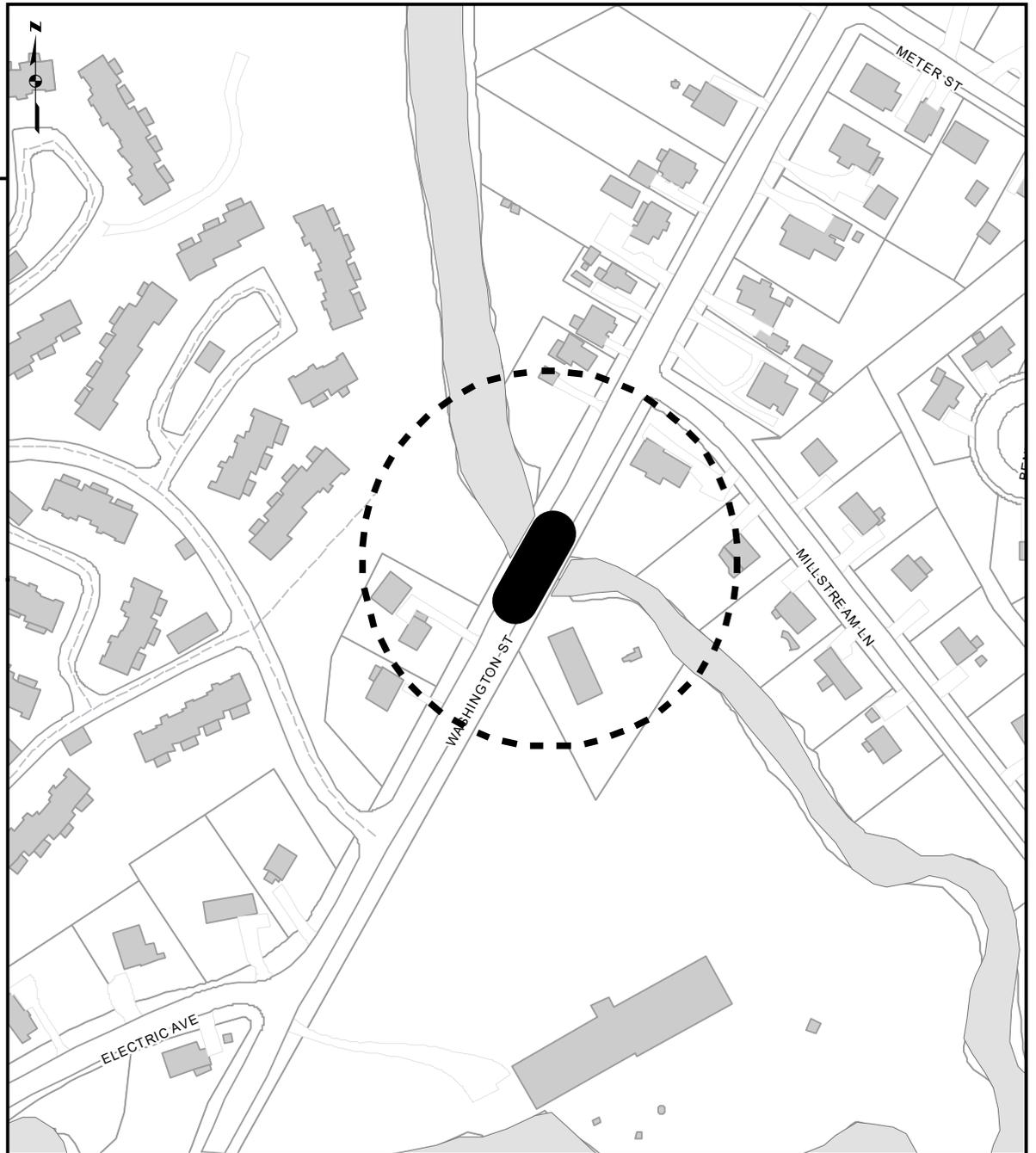
GEOGRAPHIC INFORMATION SYSTEM

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 2020
CIP PROJECT #603
WASHINGTON STREET
BRIDGE REPLACEMENT**



**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="text" value="N/A"/>	Safety	<input type="text" value="N/A"/>	Facility Cond.	<input type="text" value="N/A"/>	Productivity	
	<input type="checkbox"/> Replace	<input type="text" value="N/A"/>	Mandates	<input type="text" value="N/A"/>	Service Def.	<input type="text" value="N/A"/>	Tax Base Exp.	<input type="text" value="L"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="N/A"/>	O + M Costs	<input type="text" value="M"/>	Council Goals	<input type="text" value="N/A"/>	Timeliness	
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Other	Federal	0	0	18,000	18,000	0	0	0	0	0	0	36,000
	Total	0	0	18,000	18,000	0	0	0	0	0	0	36,000

**2020-2029
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	

**2020-2029
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	<input type="checkbox"/> New	<input type="text" value="L"/> Safety	<input type="text" value="N/A"/> Facility Cond.	<input type="text" value="N/A"/> Productivity	
SERVED:	<input checked="" type="checkbox"/> Replace	<input type="text" value="N/A"/> Mandates	<input type="text" value="H"/> Service Def.	<input type="text" value="N/A"/> Tax Base Exp.	<input type="text" value="N/A"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="text" value="H"/> O + M Costs	<input type="text" value="N/A"/> Council Goals	<input type="text" value="H"/> Timeliness	
	<input type="checkbox"/> 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	50,000	0	0	0	0	0	0	0	0	0	50,000
	Total	50,000	0	0	0	0	0	0	0	0	0	50,000

**2020-2029
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	

**2020-2029
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 SERVED:	<input type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis			

City Master Pl.
Corridor Improvements

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, as well as injuries to the general public.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	190,000	0	190,000
	Total	0	0	0	0	0	0	0	0	190,000	0	190,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	190,000	Replace retaining wall.
		<u>\$190,000</u>	2028 Subtotal

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#611-Eastman Street Retaining Wall
	TOTAL	\$190,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: INFORMATION TECHNOLOGY #615-Fiber System Replacement

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED: New M Safety Facility Cond. Productivity
 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 purpose of this project is to establish and implement a capital improvement program for the City's fiber optic system. The system is an integral component of the City's information technology infrastructure and is used to transmit data between various City facilities. The components of the system are varied in age, condition and functionality.

SERVICE IMPACT: Periodic replacement of the fiber infrastructure system will ensure a reliable form of communications for emergency services, normal daily operations, customer service, surveillance 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
General	Capital Transfer	0	0	0	0	0	0	25,000	500,000	0	0	525,000
	Total	0	0	0	0	0	0	25,000	500,000	0	0	525,000

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: INFORMATION TECHNOLOGY #615-Fiber System Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General Capital Transfer	25,000	Review of existing fiber infrastructure for degradation and estimate lifespan of current hardware.
		\$25,000	2026 Subtotal
2027	General Capital Transfer	500,000	Replacement of fiber infrastructure.
		\$500,000	2027 Subtotal
	TOTAL	\$525,000	

**2020-2029
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 SERVED:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity
	<input checked="" type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis			

DESCRIPTION: The purpose of this project is to implement a variety of technological 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Parking	Capital Transfer	0	0	0	58,000	30,000	0	0	0	0	0	88,000
	Total	0	0	0	58,000	30,000	0	0	0	0	0	88,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#616-Parking Division Technology	
2024	Parking Capital Transfer	30,000	5 Year Update for Parking Website
		<u>\$30,000</u>	2024 Subtotal
	TOTAL	<u>\$88,000</u>	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #618-Unmanned Aerial System (UAS)

I. PROJECT TYPE: Public Safety

II. LOCATION: Police/Other City Departments as necessary

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Safety	<input type="checkbox"/> Facility Cond.	<input type="checkbox"/> Productivity	
SERVED:	<input type="checkbox"/> Replace	<input type="checkbox"/> Mandates	<input type="checkbox"/> Service Def.	<input type="checkbox"/> Tax Base Exp.	<input type="checkbox"/> City Master Pl.
	<input type="checkbox"/> Rebuild	<input type="checkbox"/> O + M Costs	<input type="checkbox"/> Council Goals	<input type="checkbox"/> Timeliness	
	<input type="checkbox"/> Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this capital project is to provide funding for an Unmanned Aerial System (UAS). These types of systems have seen extensive growth over the last several years in areas including public safety as well as meeting many other needs of municipalities. A UAS would be utilized by the police department for search operations over large areas, crime scene documentation, critical incident management, as well as improving officer safety without putting lives in jeopardy.

Additionally, other City Departments could utilize this technology to improve the delivery of the services they provide. This could include the Fire Department, Engineering, Assessing, Planning, Economic Development, Public Information, as well as Parks and Recreation.

SERVICE IMPACT: The implementation of an Unmanned Aerial System would provide a significant tool available for public safety not only for City staff but also the public as a whole. Additionally this tool could be utilized to improve efficiencies and service delivery for many departments throughout the City.

IMPACT IF NOT FUNDED: Public Safety staff will continue to perform the functions of their positions, however will not have the ability to utilize available technology which improves safety and efficiencies in the field. Other City staff will also continue with operations with the disadvantage of not having available technology to provide services to the community.

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	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

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #618-Unmanned Aerial System (UAS)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	50,000	Unmanned aerial vehicle.
		\$50,000	2021 Subtotal
	TOTAL	\$50,000	

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #619-Airport Miscellaneous Repairs & Improvements

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

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 Airport
 Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to implement various miscellaneous repairs and improvements at the Concord Municipal Airport, which might be reimbursed by the State of New Hampshire or the Federal Aviation Administration.

SERVICE IMPACT: Routine maintenance of facilities and equipment at the Airport is required in order to avoid potential liabilities, as well support economic development initiatives associated with the Airport.

IMPACT IF NOT FUNDED: Operational efficiency will be hindered. Potential liability associated with non-repaired or maintained facilities, infrastructure, and equipment.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten Years
Airport	G.O. Bonds	63,120*	0	0	0	0	0	0	0	0	0	63,120
Other	State	252,480*	0	0	0	0	0	0	0	0	0	252,480
	Total	315,600	0	0	0	0	0	0	0	0	0	315,600

**2020-2029
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #619-Airport Miscellaneous Repairs & Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2020	Other State	252,480	Improve, repair, or replace the following: Snow Removal Equipment (SRE) tires, airport signage, mowing equipment, pavement improvements for parking lot / aircraft tie downs / aprons, Snow Removal Equipment gate, and Runway 17 Precision Approach Path Indicator (PAPI) lights. Anticipated to be funded by NH Department of Transportation Airport Improvement and Maintenance Program grant.
	Airport G.O. Bonds	63,120	
		\$315,600	2020 Subtotal
	TOTAL	\$315,600	

2019 AFSCME 2.25% WAGE SCHEDULE

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$10.77	\$11.03	\$11.32	\$11.58	\$11.88	\$12.17	\$12.46	\$12.82	\$13.13	\$13.44	\$13.78	\$14.11	\$14.46	\$14.83	\$15.23	\$15.60
	\$430.80	\$441.20	\$452.80	\$463.20	\$475.20	\$486.80	\$498.40	\$512.80	\$525.20	\$537.60	\$551.20	\$564.40	\$578.40	\$593.20	\$609.20	\$624.00
	\$22,401.60	\$22,942.40	\$23,545.60	\$24,086.40	\$24,710.40	\$25,313.60	\$25,916.80	\$26,665.60	\$27,310.40	\$27,955.20	\$28,662.40	\$29,348.80	\$30,076.80	\$30,846.40	\$31,678.40	\$32,448.00
2	\$11.32	\$11.58	\$11.88	\$12.17	\$12.46	\$12.82	\$13.13	\$13.44	\$13.78	\$14.11	\$14.46	\$14.83	\$15.23	\$15.60	\$15.98	\$16.36
	\$452.80	\$463.20	\$475.20	\$486.80	\$498.40	\$512.80	\$525.20	\$537.60	\$551.20	\$564.40	\$578.40	\$593.20	\$609.20	\$624.00	\$639.20	\$654.40
	\$23,545.60	\$24,086.40	\$24,710.40	\$25,313.60	\$25,916.80	\$26,665.60	\$27,310.40	\$27,955.20	\$28,662.40	\$29,348.80	\$30,076.80	\$30,846.40	\$31,678.40	\$32,448.00	\$33,238.40	\$34,028.80
3	\$11.88	\$12.17	\$12.46	\$12.82	\$13.13	\$13.44	\$13.78	\$14.11	\$14.46	\$14.83	\$15.23	\$15.60	\$15.98	\$16.36	\$16.77	\$17.18
	\$475.20	\$486.80	\$498.40	\$512.80	\$525.20	\$537.60	\$551.20	\$564.40	\$578.40	\$593.20	\$609.20	\$624.00	\$639.20	\$654.40	\$670.80	\$687.20
	\$24,710.40	\$25,313.60	\$25,916.80	\$26,665.60	\$27,310.40	\$27,955.20	\$28,662.40	\$29,348.80	\$30,076.80	\$30,846.40	\$31,678.40	\$32,448.00	\$33,238.40	\$34,028.80	\$34,881.60	\$35,734.40
4	\$12.46	\$12.82	\$13.13	\$13.44	\$13.78	\$14.11	\$14.46	\$14.83	\$15.23	\$15.60	\$15.98	\$16.36	\$16.77	\$17.18	\$17.64	\$18.07
	\$498.40	\$512.80	\$525.20	\$537.60	\$551.20	\$564.40	\$578.40	\$593.20	\$609.20	\$624.00	\$639.20	\$654.40	\$670.80	\$687.20	\$705.60	\$722.80
	\$25,916.80	\$26,665.60	\$27,310.40	\$27,955.20	\$28,662.40	\$29,348.80	\$30,076.80	\$30,846.40	\$31,678.40	\$32,448.00	\$33,238.40	\$34,028.80	\$34,881.60	\$35,734.40	\$36,691.20	\$37,585.60
5	\$13.13	\$13.44	\$13.78	\$14.11	\$14.46	\$14.83	\$15.23	\$15.60	\$15.98	\$16.36	\$16.77	\$17.18	\$17.64	\$18.07	\$18.53	\$18.97
	\$525.20	\$537.60	\$551.20	\$564.40	\$578.40	\$593.20	\$609.20	\$624.00	\$639.20	\$654.40	\$670.80	\$687.20	\$705.60	\$722.80	\$741.20	\$758.80
	\$27,310.40	\$27,955.20	\$28,662.40	\$29,348.80	\$30,076.80	\$30,846.40	\$31,678.40	\$32,448.00	\$33,238.40	\$34,028.80	\$34,881.60	\$35,734.40	\$36,691.20	\$37,585.60	\$38,542.40	\$39,457.60
6	\$13.78	\$14.11	\$14.46	\$14.83	\$15.23	\$15.60	\$15.98	\$16.36	\$16.77	\$17.18	\$17.64	\$18.07	\$18.53	\$18.97	\$19.45	\$19.96
	\$551.20	\$564.40	\$578.40	\$593.20	\$609.20	\$624.00	\$639.20	\$654.40	\$670.80	\$687.20	\$705.60	\$722.80	\$741.20	\$758.80	\$778.00	\$798.40
	\$28,662.40	\$29,348.80	\$30,076.80	\$30,846.40	\$31,678.40	\$32,448.00	\$33,238.40	\$34,028.80	\$34,881.60	\$35,734.40	\$36,691.20	\$37,585.60	\$38,542.40	\$39,457.60	\$40,456.00	\$41,516.80
7	\$14.46	\$14.83	\$15.23	\$15.60	\$15.98	\$16.36	\$16.77	\$17.18	\$17.64	\$18.07	\$18.53	\$18.97	\$19.45	\$19.96	\$20.45	\$20.97
	\$578.40	\$593.20	\$609.20	\$624.00	\$639.20	\$654.40	\$670.80	\$687.20	\$705.60	\$722.80	\$741.20	\$758.80	\$778.00	\$798.40	\$818.00	\$838.80
	\$30,076.80	\$30,846.40	\$31,678.40	\$32,448.00	\$33,238.40	\$34,028.80	\$34,881.60	\$35,734.40	\$36,691.20	\$37,585.60	\$38,542.40	\$39,457.60	\$40,456.00	\$41,516.80	\$42,536.00	\$43,617.60
8	\$15.23	\$15.60	\$15.98	\$16.36	\$16.77	\$17.18	\$17.64	\$18.07	\$18.53	\$18.97	\$19.45	\$19.96	\$20.45	\$20.97	\$21.48	\$22.00
	\$609.20	\$624.00	\$639.20	\$654.40	\$670.80	\$687.20	\$705.60	\$722.80	\$741.20	\$758.80	\$778.00	\$798.40	\$818.00	\$838.80	\$859.20	\$880.00
	\$31,678.40	\$32,448.00	\$33,238.40	\$34,028.80	\$34,881.60	\$35,734.40	\$36,691.20	\$37,585.60	\$38,542.40	\$39,457.60	\$40,456.00	\$41,516.80	\$42,536.00	\$43,617.60	\$44,678.40	\$45,760.00
9	\$15.98	\$16.36	\$16.77	\$17.18	\$17.64	\$18.07	\$18.53	\$18.97	\$19.45	\$19.96	\$20.45	\$20.97	\$21.48	\$22.00	\$22.59	\$23.13
	\$639.20	\$654.40	\$670.80	\$687.20	\$705.60	\$722.80	\$741.20	\$758.80	\$778.00	\$798.40	\$818.00	\$838.80	\$859.20	\$880.00	\$903.60	\$925.20
	\$33,238.40	\$34,028.80	\$34,881.60	\$35,734.40	\$36,691.20	\$37,585.60	\$38,542.40	\$39,457.60	\$40,456.00	\$41,516.80	\$42,536.00	\$43,617.60	\$44,678.40	\$45,760.00	\$46,987.20	\$48,110.40
10	\$16.77	\$17.18	\$17.64	\$18.07	\$18.53	\$18.97	\$19.45	\$19.96	\$20.45	\$20.97	\$21.48	\$22.00	\$22.59	\$23.13	\$23.70	\$24.29
	\$670.80	\$687.20	\$705.60	\$722.80	\$741.20	\$758.80	\$778.00	\$798.40	\$818.00	\$838.80	\$859.20	\$880.00	\$903.60	\$925.20	\$948.00	\$971.60
	\$34,881.60	\$35,734.40	\$36,691.20	\$37,585.60	\$38,542.40	\$39,457.60	\$40,456.00	\$41,516.80	\$42,536.00	\$43,617.60	\$44,678.40	\$45,760.00	\$46,987.20	\$48,110.40	\$49,296.00	\$50,523.20
11	\$17.64	\$18.07	\$18.53	\$18.97	\$19.45	\$19.96	\$20.45	\$20.97	\$21.48	\$22.00	\$22.59	\$23.13	\$23.70	\$24.29	\$24.91	\$25.53
	\$705.60	\$722.80	\$741.20	\$758.80	\$778.00	\$798.40	\$818.00	\$838.80	\$859.20	\$880.00	\$903.60	\$925.20	\$948.00	\$971.60	\$996.40	\$1,021.20
	\$36,691.20	\$37,585.60	\$38,542.40	\$39,457.60	\$40,456.00	\$41,516.80	\$42,536.00	\$43,617.60	\$44,678.40	\$45,760.00	\$46,987.20	\$48,110.40	\$49,296.00	\$50,523.20	\$51,812.80	\$53,102.40
12	\$18.53	\$18.97	\$19.45	\$19.96	\$20.45	\$20.97	\$21.48	\$22.00	\$22.59	\$23.13	\$23.70	\$24.29	\$24.91	\$25.53	\$26.17	\$26.83
	\$741.20	\$758.80	\$778.00	\$798.40	\$818.00	\$838.80	\$859.20	\$880.00	\$903.60	\$925.20	\$948.00	\$971.60	\$996.40	\$1,021.20	\$1,046.80	\$1,073.20
	\$38,542.40	\$39,457.60	\$40,456.00	\$41,516.80	\$42,536.00	\$43,617.60	\$44,678.40	\$45,760.00	\$46,987.20	\$48,110.40	\$49,296.00	\$50,523.20	\$51,812.80	\$53,102.40	\$54,433.60	\$55,806.40
13	\$19.45	\$19.96	\$20.45	\$20.97	\$21.48	\$22.00	\$22.59	\$23.13	\$23.70	\$24.29	\$24.91	\$25.53	\$26.17	\$26.83	\$27.51	\$28.19
	\$778.00	\$798.40	\$818.00	\$838.80	\$859.20	\$880.00	\$903.60	\$925.20	\$948.00	\$971.60	\$996.40	\$1,021.20	\$1,046.80	\$1,073.20	\$1,100.40	\$1,127.60
	\$40,456.00	\$41,516.80	\$42,536.00	\$43,617.60	\$44,678.40	\$45,760.00	\$46,987.20	\$48,110.40	\$49,296.00	\$50,523.20	\$51,812.80	\$53,102.40	\$54,433.60	\$55,806.40	\$57,220.80	\$58,635.20
14	\$20.45	\$20.97	\$21.48	\$22.00	\$22.59	\$23.13	\$23.70	\$24.29	\$24.91	\$25.53	\$26.17	\$26.83	\$27.51	\$28.19	\$28.89	\$29.62
	\$818.00	\$838.80	\$859.20	\$880.00	\$903.60	\$925.20	\$948.00	\$971.60	\$996.40	\$1,021.20	\$1,046.80	\$1,073.20	\$1,100.40	\$1,127.60	\$1,155.60	\$1,184.80
	\$42,536.00	\$43,617.60	\$44,678.40	\$45,760.00	\$46,987.20	\$48,110.40	\$49,296.00	\$50,523.20	\$51,812.80	\$53,102.40	\$54,433.60	\$55,806.40	\$57,220.80	\$58,635.20	\$60,091.20	\$61,609.60
15	\$21.48	\$22.00	\$22.59	\$23.13	\$23.70	\$24.29	\$24.91	\$25.53	\$26.17	\$26.83	\$27.51	\$28.19	\$28.89	\$29.62	\$30.35	\$31.09
	\$859.20	\$880.00	\$903.60	\$925.20	\$948.00	\$971.60	\$996.40	\$1,021.20	\$1,046.80	\$1,073.20	\$1,100.40	\$1,127.60	\$1,155.60	\$1,184.80	\$1,214.00	\$1,243.60
	\$44,678.40	\$45,760.00	\$46,987.20	\$48,110.40	\$49,296.00	\$50,523.20	\$51,812.80	\$53,102.40	\$54,433.60	\$55,806.40	\$57,220.80	\$58,635.20	\$60,091.20	\$61,609.60	\$63,128.00	\$64,667.20
16	\$22.59	\$23.13	\$23.70	\$24.29	\$24.91	\$25.53	\$26.17	\$26.83	\$27.51	\$28.19	\$28.89	\$29.62	\$30.35	\$31.09	\$31.90	\$32.69
	\$903.60	\$925.20	\$948.00	\$971.60	\$996.40	\$1,021.20	\$1,046.80	\$1,073.20	\$1,100.40	\$1,127.60	\$1,155.60	\$1,184.80	\$1,214.00	\$1,243.60	\$1,276.00	\$1,307.60
	\$46,987.20	\$48,110.40	\$49,296.00	\$50,523.20	\$51,812.80	\$53,102.40	\$54,433.60	\$55,806.40	\$57,220.80	\$58,635.20	\$60,091.20	\$61,609.60	\$63,128.00	\$64,667.20	\$66,352.00	\$67,995.20

CFOA Wage Schedule 07-01-18
2.5% COLA

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
18	\$24.95	\$25.57	\$26.22	\$26.87	\$27.56	\$28.25	\$28.95	\$29.66	\$30.40	\$31.17	\$31.94	\$32.74	\$33.57	\$34.40	\$35.28	\$36.14
40 Hr.	\$998.00	\$1,022.80	\$1,048.80	\$1,074.80	\$1,102.40	\$1,130.00	\$1,158.00	\$1,186.40	\$1,216.00	\$1,246.80	\$1,277.60	\$1,309.60	\$1,342.80	\$1,376.00	\$1,411.20	\$1,445.60
ALSO	\$51,896.00	\$53,185.60	\$54,537.60	\$55,889.60	\$57,324.80	\$58,760.00	\$60,216.00	\$61,692.80	\$63,232.00	\$64,833.60	\$66,435.20	\$68,099.20	\$69,825.60	\$71,552.00	\$73,382.40	\$75,171.20
20	\$27.56	\$28.25	\$28.95	\$29.66	\$30.40	\$31.17	\$31.94	\$32.74	\$33.57	\$34.40	\$35.28	\$36.14	\$37.05	\$37.96	\$38.92	\$39.90
40 Hr.	\$1,102.40	\$1,130.00	\$1,158.00	\$1,186.40	\$1,216.00	\$1,246.80	\$1,277.60	\$1,309.60	\$1,342.80	\$1,376.00	\$1,411.20	\$1,445.60	\$1,482.00	\$1,518.40	\$1,556.80	\$1,596.00
LSO/Com Sup/FATS	\$57,324.80	\$58,760.00	\$60,216.00	\$61,692.80	\$63,232.00	\$64,833.60	\$66,435.20	\$68,099.20	\$69,825.60	\$71,552.00	\$73,382.40	\$75,171.20	\$77,064.00	\$78,956.80	\$80,953.60	\$82,992.00
18	\$24.95	\$25.57	\$26.22	\$26.87	\$27.56	\$28.25	\$28.95	\$29.66	\$30.40	\$31.17	\$31.94	\$32.74	\$33.57	\$34.40	\$35.28	\$36.14
42 Hr.	\$1,047.90	\$1,073.94	\$1,101.24	\$1,128.54	\$1,157.52	\$1,186.50	\$1,215.90	\$1,245.72	\$1,276.80	\$1,309.14	\$1,341.48	\$1,375.08	\$1,409.94	\$1,444.80	\$1,481.76	\$1,517.88
LT.	\$54,490.80	\$55,844.88	\$57,264.48	\$58,684.08	\$60,191.04	\$61,698.00	\$63,226.80	\$64,777.44	\$66,393.60	\$68,075.28	\$69,756.96	\$71,504.16	\$73,316.88	\$75,129.60	\$77,051.52	\$78,929.76
19	\$26.22	\$26.87	\$27.56	\$28.25	\$28.95	\$29.66	\$30.40	\$31.17	\$31.94	\$32.74	\$33.57	\$34.40	\$35.28	\$36.14	\$37.05	\$37.96
42 Hr.	\$1,101.24	\$1,128.54	\$1,157.52	\$1,186.50	\$1,215.90	\$1,245.72	\$1,276.80	\$1,309.14	\$1,341.48	\$1,375.08	\$1,409.94	\$1,444.80	\$1,481.76	\$1,517.88	\$1,556.10	\$1,594.32
P/Lt.	\$57,264.48	\$58,684.08	\$60,191.04	\$61,698.00	\$63,226.80	\$64,777.44	\$66,393.60	\$68,075.28	\$69,756.96	\$71,504.16	\$73,316.88	\$75,129.60	\$77,051.52	\$78,929.76	\$80,917.20	\$82,904.64
20	\$27.56	\$28.25	\$28.95	\$29.66	\$30.40	\$31.17	\$31.94	\$32.74	\$33.57	\$34.40	\$35.28	\$36.14	\$37.05	\$37.96	\$38.92	\$39.90
42 Hr.	\$1,157.52	\$1,186.50	\$1,215.90	\$1,245.72	\$1,276.80	\$1,309.14	\$1,341.48	\$1,375.08	\$1,409.94	\$1,444.80	\$1,481.76	\$1,517.88	\$1,556.10	\$1,594.32	\$1,634.64	\$1,675.80
Captain	\$60,191.04	\$61,698.00	\$63,226.80	\$64,777.44	\$66,393.60	\$68,075.28	\$69,756.96	\$71,504.16	\$73,316.88	\$75,129.60	\$77,051.52	\$78,929.76	\$80,917.20	\$82,904.64	\$85,001.28	\$87,141.60
21	\$30.40	\$31.17	\$31.94	\$32.74	\$33.57	\$34.40	\$35.28	\$36.14	\$37.05	\$37.96	\$38.92	\$39.90	\$40.91	\$41.91	\$42.97	\$44.03
42 Hr.	\$1,276.80	\$1,309.14	\$1,341.48	\$1,375.08	\$1,409.94	\$1,444.80	\$1,481.76	\$1,517.88	\$1,556.10	\$1,594.32	\$1,634.64	\$1,675.80	\$1,718.22	\$1,760.22	\$1,804.74	\$1,849.26
B/C	\$66,393.60	\$68,075.28	\$69,756.96	\$71,504.16	\$73,316.88	\$75,129.60	\$77,051.52	\$78,929.76	\$80,917.20	\$82,904.64	\$85,001.28	\$87,141.60	\$89,347.44	\$91,531.44	\$93,846.48	\$96,161.52

EFF 1/6/19
REV 1/16/19

CPPA 2019 WAGE SCHEDULE

2.5% COLA

2.50%

Effective 1/6/2019	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 4% MPO	MAX+ 4% MPO +3% 20 YR
Hourly	\$ 24.55	\$ 26.02	\$ 27.59	\$ 29.25	\$ 31.02	\$ 32.85	\$ 32.85	\$ 34.16	\$ 35.19
Weekly	\$ 982.00	\$ 1,040.80	\$ 1,103.60	\$ 1,170.00	\$ 1,240.80	\$ 1,314.00	\$ 1,314.00	\$ 1,366.40	\$ 1,407.60
Yearly	\$51,064.00	\$54,121.60	\$57,387.20	\$60,840.00	\$64,521.60	\$68,328.00	\$68,328.00	\$71,052.80	\$ 73,195.20
Merit 3%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,049.84	\$ 2,131.58	\$ 2,195.86
Total Yearly	\$51,064.00	\$54,121.60	\$57,387.20	\$60,840.00	\$64,521.60	\$68,328.00	\$70,377.84	\$73,184.38	\$ 75,391.06

DEU 7%

Effective 1/6/2019	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 4% MPO	MAX+ 4% MPO +3% 20 YR
Hourly	\$ 26.27	\$ 27.84	\$ 29.52	\$ 31.30	\$ 33.19	\$ 35.15	\$ 35.15	\$ 36.56	\$ 37.66
Weekly	\$ 1,050.80	\$ 1,113.60	\$ 1,180.80	\$ 1,252.00	\$ 1,327.60	\$ 1,406.00	\$ 1,406.00	\$ 1,462.40	\$ 1,506.40
Yearly	\$54,641.60	\$57,907.20	\$61,401.60	\$65,104.00	\$69,035.20	\$73,112.00	\$73,112.00	\$76,044.80	\$ 78,332.80
Merit 3%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,193.36	\$ 2,281.34	\$ 2,349.98
Total Yearly	\$54,641.60	\$57,907.20	\$61,401.60	\$65,104.00	\$69,035.20	\$73,112.00	\$75,305.36	\$78,326.14	\$ 80,682.78

CID 1.5%

Effective 1/6/2019	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 4% MPO	MAX+ 4% MPO +3% 20 YR
Hourly	\$ 24.92	\$ 26.41	\$ 28.00	\$ 29.69	\$ 31.49	\$ 33.34	\$ 33.34	\$ 34.67	\$ 35.70
Weekly	\$ 996.80	\$ 1,056.40	\$ 1,120.00	\$ 1,187.60	\$ 1,259.60	\$ 1,333.60	\$ 1,333.60	\$ 1,386.80	\$ 1,428.00
Yearly	\$51,833.60	\$54,932.80	\$58,240.00	\$61,755.20	\$65,499.20	\$69,347.20	\$69,347.20	\$72,113.60	\$ 74,256.00
Merit 3%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,080.42	\$ 2,163.41	\$ 2,227.68
Total Yearly	\$51,833.60	\$54,932.80	\$58,240.00	\$61,755.20	\$65,499.20	\$69,347.20	\$71,427.62	\$74,277.01	\$ 76,483.68

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						

2018																
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
12	\$18.10	\$18.54	\$19.01	\$19.49	\$19.98	\$20.49	\$20.99	\$21.51	\$22.05	\$22.59	\$23.17	\$23.75	\$24.34	\$24.95	\$25.58	\$26.21
Dispatcher	\$724.00	\$741.60	\$760.40	\$779.60	\$799.20	\$819.60	\$839.60	\$860.40	\$882.00	\$903.60	\$926.80	\$950.00	\$973.60	\$998.00	\$1,023.20	\$1,048.40
40 Hr.	\$37,648.00	\$38,563.20	\$39,540.80	\$40,539.20	\$41,558.40	\$42,619.20	\$43,659.20	\$44,740.80	\$45,864.00	\$46,987.20	\$48,193.60	\$49,400.00	\$50,627.20	\$51,896.00	\$53,206.40	\$54,516.80
13	\$19.01	\$19.49	\$19.98	\$20.49	\$20.99	\$21.51	\$22.05	\$22.59	\$23.17	\$23.75	\$24.34	\$24.95	\$25.58	\$26.21	\$26.88	\$27.55
Lead Dispatcher	\$760.40	\$779.60	\$799.20	\$819.60	\$839.60	\$860.40	\$882.00	\$903.60	\$926.80	\$950.00	\$973.60	\$998.00	\$1,023.20	\$1,048.40	\$1,075.20	\$1,102.00
40 Hr.	\$39,540.80	\$40,539.20	\$41,558.40	\$42,619.20	\$43,659.20	\$44,740.80	\$45,864.00	\$46,987.20	\$48,193.60	\$49,400.00	\$50,627.20	\$51,896.00	\$53,206.40	\$54,516.80	\$55,910.40	\$57,304.00
16	\$22.05	\$22.59	\$23.17	\$23.75	\$24.34	\$24.95	\$25.58	\$26.21	\$26.88	\$27.55	\$28.23	\$28.94	\$29.66	\$30.40	\$31.16	\$31.94
FATT	\$882.00	\$903.60	\$926.80	\$950.00	\$973.60	\$998.00	\$1,023.20	\$1,048.40	\$1,075.20	\$1,102.00	\$1,129.20	\$1,157.60	\$1,186.40	\$1,216.00	\$1,246.40	\$1,277.60
40 Hr.	\$45,864.00	\$46,987.20	\$48,193.60	\$49,400.00	\$50,627.20	\$51,896.00	\$53,206.40	\$54,516.80	\$55,910.40	\$57,304.00	\$58,718.40	\$60,195.20	\$61,692.80	\$63,232.00	\$64,812.80	\$66,435.20
15	\$20.99	\$21.51	\$22.05	\$22.59	\$23.17	\$23.75	\$24.34	\$24.95	\$25.58	\$26.21	\$26.88	\$27.55	\$28.23	\$28.94	\$29.66	\$30.40
FF	\$881.58	\$903.42	\$926.10	\$948.78	\$973.14	\$997.50	\$1,022.28	\$1,047.90	\$1,074.36	\$1,100.82	\$1,128.96	\$1,157.10	\$1,185.66	\$1,215.48	\$1,245.72	\$1,276.80
42 Hr.	\$45,842.16	\$46,977.84	\$48,157.20	\$49,336.56	\$50,603.28	\$51,870.00	\$53,158.56	\$54,490.80	\$55,866.72	\$57,242.64	\$58,705.92	\$60,169.20	\$61,654.32	\$63,204.96	\$64,777.44	\$66,393.60
17	\$23.17	\$23.75	\$24.34	\$24.95	\$25.58	\$26.21	\$26.88	\$27.55	\$28.23	\$28.94	\$29.66	\$30.40	\$31.16	\$31.94	\$32.74	\$33.56
FF/P	\$973.14	\$997.50	\$1,022.28	\$1,047.90	\$1,074.36	\$1,100.82	\$1,128.96	\$1,157.10	\$1,185.66	\$1,215.48	\$1,245.72	\$1,276.80	\$1,308.72	\$1,341.48	\$1,375.08	\$1,409.52
42 Hr.	\$50,603.28	\$51,870.00	\$53,158.56	\$54,490.80	\$55,866.72	\$57,242.64	\$58,705.92	\$60,169.20	\$61,654.32	\$63,204.96	\$64,777.44	\$66,393.60	\$68,053.44	\$69,756.96	\$71,504.16	\$73,295.04

2019 Non-Contractual Wage Schedule
2.5%

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$10.60	\$10.87	\$11.16	\$11.42	\$11.72	\$11.99	\$12.29	\$12.61	\$12.93	\$13.24	\$13.59	\$13.91	\$14.26	\$14.63	\$14.99	\$15.36
	\$424.00	\$434.80	\$446.40	\$456.80	\$468.80	\$479.60	\$491.60	\$504.40	\$517.20	\$529.60	\$543.60	\$556.40	\$570.40	\$585.20	\$599.60	\$614.40
	\$22,048.00	\$22,609.60	\$23,212.80	\$23,753.60	\$24,377.60	\$24,939.20	\$25,563.20	\$26,228.80	\$26,894.40	\$27,539.20	\$28,267.20	\$28,932.80	\$29,660.80	\$30,430.40	\$31,179.20	\$31,948.80
2	\$11.16	\$11.42	\$11.72	\$11.99	\$12.29	\$12.61	\$12.93	\$13.24	\$13.59	\$13.91	\$14.26	\$14.63	\$14.99	\$15.36	\$15.76	\$16.12
	\$446.40	\$456.80	\$468.80	\$479.60	\$491.60	\$504.40	\$517.20	\$529.60	\$543.60	\$556.40	\$570.40	\$585.20	\$599.60	\$614.40	\$630.40	\$644.80
	\$23,212.80	\$23,753.60	\$24,377.60	\$24,939.20	\$25,563.20	\$26,228.80	\$26,894.40	\$27,539.20	\$28,267.20	\$28,932.80	\$29,660.80	\$30,430.40	\$31,179.20	\$31,948.80	\$32,780.80	\$33,529.60
3	\$11.72	\$11.99	\$12.29	\$12.61	\$12.93	\$13.24	\$13.59	\$13.91	\$14.26	\$14.63	\$14.99	\$15.36	\$15.76	\$16.12	\$16.53	\$16.93
	\$468.80	\$479.60	\$491.60	\$504.40	\$517.20	\$529.60	\$543.60	\$556.40	\$570.40	\$585.20	\$599.60	\$614.40	\$630.40	\$644.80	\$661.20	\$677.20
	\$24,377.60	\$24,939.20	\$25,563.20	\$26,228.80	\$26,894.40	\$27,539.20	\$28,267.20	\$28,932.80	\$29,660.80	\$30,430.40	\$31,179.20	\$31,948.80	\$32,780.80	\$33,529.60	\$34,382.40	\$35,214.40
4	\$12.29	\$12.61	\$12.93	\$13.24	\$13.59	\$13.91	\$14.26	\$14.63	\$14.99	\$15.36	\$15.76	\$16.12	\$16.53	\$16.93	\$17.37	\$17.81
	\$491.60	\$504.40	\$517.20	\$529.60	\$543.60	\$556.40	\$570.40	\$585.20	\$599.60	\$614.40	\$630.40	\$644.80	\$661.20	\$677.20	\$694.80	\$712.40
	\$25,563.20	\$26,228.80	\$26,894.40	\$27,539.20	\$28,267.20	\$28,932.80	\$29,660.80	\$30,430.40	\$31,179.20	\$31,948.80	\$32,780.80	\$33,529.60	\$34,382.40	\$35,214.40	\$36,129.60	\$37,044.80
5	\$12.93	\$13.24	\$13.59	\$13.91	\$14.26	\$14.63	\$14.99	\$15.36	\$15.76	\$16.12	\$16.53	\$16.93	\$17.37	\$17.81	\$18.26	\$18.69
	\$517.20	\$529.60	\$543.60	\$556.40	\$570.40	\$585.20	\$599.60	\$614.40	\$630.40	\$644.80	\$661.20	\$677.20	\$694.80	\$712.40	\$730.40	\$747.60
	\$26,894.40	\$27,539.20	\$28,267.20	\$28,932.80	\$29,660.80	\$30,430.40	\$31,179.20	\$31,948.80	\$32,780.80	\$33,529.60	\$34,382.40	\$35,214.40	\$36,129.60	\$37,044.80	\$37,980.80	\$38,875.20
6	\$13.59	\$13.91	\$14.26	\$14.63	\$14.99	\$15.36	\$15.76	\$16.12	\$16.53	\$16.93	\$17.37	\$17.81	\$18.26	\$18.69	\$19.19	\$19.67
	\$543.60	\$556.40	\$570.40	\$585.20	\$599.60	\$614.40	\$630.40	\$644.80	\$661.20	\$677.20	\$694.80	\$712.40	\$730.40	\$747.60	\$767.60	\$786.80
	\$28,267.20	\$28,932.80	\$29,660.80	\$30,430.40	\$31,179.20	\$31,948.80	\$32,780.80	\$33,529.60	\$34,382.40	\$35,214.40	\$36,129.60	\$37,044.80	\$37,980.80	\$38,875.20	\$39,915.20	\$40,913.60
7	\$14.26	\$14.63	\$14.99	\$15.36	\$15.76	\$16.12	\$16.53	\$16.93	\$17.37	\$17.81	\$18.26	\$18.69	\$19.19	\$19.67	\$20.17	\$20.66
	\$570.40	\$585.20	\$599.60	\$614.40	\$630.40	\$644.80	\$661.20	\$677.20	\$694.80	\$712.40	\$730.40	\$747.60	\$767.60	\$786.80	\$806.80	\$826.40
	\$29,660.80	\$30,430.40	\$31,179.20	\$31,948.80	\$32,780.80	\$33,529.60	\$34,382.40	\$35,214.40	\$36,129.60	\$37,044.80	\$37,980.80	\$38,875.20	\$39,915.20	\$40,913.60	\$41,953.60	\$42,972.80
8	\$14.99	\$15.36	\$15.76	\$16.12	\$16.53	\$16.93	\$17.37	\$17.81	\$18.26	\$18.69	\$19.19	\$19.67	\$20.17	\$20.66	\$21.17	\$21.69
	\$599.60	\$614.40	\$630.40	\$644.80	\$661.20	\$677.20	\$694.80	\$712.40	\$730.40	\$747.60	\$767.60	\$786.80	\$806.80	\$826.40	\$846.80	\$867.60
	\$31,179.20	\$31,948.80	\$32,780.80	\$33,529.60	\$34,382.40	\$35,214.40	\$36,129.60	\$37,044.80	\$37,980.80	\$38,875.20	\$39,915.20	\$40,913.60	\$41,953.60	\$42,972.80	\$44,033.60	\$45,115.20
9	\$15.76	\$16.12	\$16.53	\$16.93	\$17.37	\$17.81	\$18.26	\$18.69	\$19.19	\$19.67	\$20.17	\$20.66	\$21.17	\$21.69	\$22.24	\$22.80
	\$630.40	\$644.80	\$661.20	\$677.20	\$694.80	\$712.40	\$730.40	\$747.60	\$767.60	\$786.80	\$806.80	\$826.40	\$846.80	\$867.60	\$889.60	\$912.00
	\$32,780.80	\$33,529.60	\$34,382.40	\$35,214.40	\$36,129.60	\$37,044.80	\$37,980.80	\$38,875.20	\$39,915.20	\$40,913.60	\$41,953.60	\$42,972.80	\$44,033.60	\$45,115.20	\$46,259.20	\$47,424.00
10	\$16.53	\$16.93	\$17.37	\$17.81	\$18.26	\$18.69	\$19.19	\$19.67	\$20.17	\$20.66	\$21.17	\$21.69	\$22.24	\$22.80	\$23.36	\$23.95
	\$661.20	\$677.20	\$694.80	\$712.40	\$730.40	\$747.60	\$767.60	\$786.80	\$806.80	\$826.40	\$846.80	\$867.60	\$889.60	\$912.00	\$934.40	\$958.00
	\$34,382.40	\$35,214.40	\$36,129.60	\$37,044.80	\$37,980.80	\$38,875.20	\$39,915.20	\$40,913.60	\$41,953.60	\$42,972.80	\$44,033.60	\$45,115.20	\$46,259.20	\$47,424.00	\$48,588.80	\$49,816.00
11	\$17.37	\$17.81	\$18.26	\$18.69	\$19.19	\$19.67	\$20.17	\$20.66	\$21.17	\$21.69	\$22.24	\$22.80	\$23.36	\$23.95	\$24.54	\$25.16
	\$694.80	\$712.40	\$730.40	\$747.60	\$767.60	\$786.80	\$806.80	\$826.40	\$846.80	\$867.60	\$889.60	\$912.00	\$934.40	\$958.00	\$981.60	\$1,006.40
	\$36,129.60	\$37,044.80	\$37,980.80	\$38,875.20	\$39,915.20	\$40,913.60	\$41,953.60	\$42,972.80	\$44,033.60	\$45,115.20	\$46,259.20	\$47,424.00	\$48,588.80	\$49,816.00	\$51,043.20	\$52,332.80
12	\$18.26	\$18.69	\$19.19	\$19.67	\$20.17	\$20.66	\$21.17	\$21.69	\$22.24	\$22.80	\$23.36	\$23.95	\$24.54	\$25.16	\$25.79	\$26.42
	\$730.40	\$747.60	\$767.60	\$786.80	\$806.80	\$826.40	\$846.80	\$867.60	\$889.60	\$912.00	\$934.40	\$958.00	\$981.60	\$1,006.40	\$1,031.60	\$1,056.80
	\$37,980.80	\$38,875.20	\$39,915.20	\$40,913.60	\$41,953.60	\$42,972.80	\$44,033.60	\$45,115.20	\$46,259.20	\$47,424.00	\$48,588.80	\$49,816.00	\$51,043.20	\$52,332.80	\$53,643.20	\$54,953.60
13	\$19.19	\$19.67	\$20.17	\$20.66	\$21.17	\$21.69	\$22.24	\$22.80	\$23.36	\$23.95	\$24.54	\$25.16	\$25.79	\$26.42	\$27.11	\$27.79
	\$767.60	\$786.80	\$806.80	\$826.40	\$846.80	\$867.60	\$889.60	\$912.00	\$934.40	\$958.00	\$981.60	\$1,006.40	\$1,031.60	\$1,056.80	\$1,084.40	\$1,111.60
	\$39,915.20	\$40,913.60	\$41,953.60	\$42,972.80	\$44,033.60	\$45,115.20	\$46,259.20	\$47,424.00	\$48,588.80	\$49,816.00	\$51,043.20	\$52,332.80	\$53,643.20	\$54,953.60	\$56,388.80	\$57,803.20
14	\$20.17	\$20.66	\$21.17	\$21.69	\$22.24	\$22.80	\$23.36	\$23.95	\$24.54	\$25.16	\$25.79	\$26.42	\$27.11	\$27.79	\$28.46	\$29.17
	\$806.80	\$826.40	\$846.80	\$867.60	\$889.60	\$912.00	\$934.40	\$958.00	\$981.60	\$1,006.40	\$1,031.60	\$1,056.80	\$1,084.40	\$1,111.60	\$1,138.40	\$1,166.80
	\$41,953.60	\$42,972.80	\$44,033.60	\$45,115.20	\$46,259.20	\$47,424.00	\$48,588.80	\$49,816.00	\$51,043.20	\$52,332.80	\$53,643.20	\$54,953.60	\$56,388.80	\$57,803.20	\$59,196.80	\$60,673.60

2019 Non-Contractual Wage Schedule
2.5%

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	\$21.17	\$21.69	\$22.24	\$22.80	\$23.36	\$23.95	\$24.54	\$25.16	\$25.79	\$26.42	\$27.11	\$27.79	\$28.46	\$29.17	\$29.90	\$30.65
	\$846.80	\$867.60	\$889.60	\$912.00	\$934.40	\$958.00	\$981.60	\$1,006.40	\$1,031.60	\$1,056.80	\$1,084.40	\$1,111.60	\$1,138.40	\$1,166.80	\$1,196.00	\$1,226.00
	\$44,033.60	\$45,115.20	\$46,259.20	\$47,424.00	\$48,588.80	\$49,816.00	\$51,043.20	\$52,332.80	\$53,643.20	\$54,953.60	\$56,388.80	\$57,803.20	\$59,196.80	\$60,673.60	\$62,192.00	\$63,752.00
16	\$22.24	\$22.80	\$23.36	\$23.95	\$24.54	\$25.16	\$25.79	\$26.42	\$27.11	\$27.79	\$28.46	\$29.17	\$29.90	\$30.65	\$31.43	\$32.21
	\$889.60	\$912.00	\$934.40	\$958.00	\$981.60	\$1,006.40	\$1,031.60	\$1,056.80	\$1,084.40	\$1,111.60	\$1,138.40	\$1,166.80	\$1,196.00	\$1,226.00	\$1,257.20	\$1,288.40
	\$46,259.20	\$47,424.00	\$48,588.80	\$49,816.00	\$51,043.20	\$52,332.80	\$53,643.20	\$54,953.60	\$56,388.80	\$57,803.20	\$59,196.80	\$60,673.60	\$62,192.00	\$63,752.00	\$65,374.40	\$66,996.80
17	\$23.36	\$23.95	\$24.54	\$25.16	\$25.79	\$26.42	\$27.11	\$27.79	\$28.46	\$29.17	\$29.90	\$30.65	\$31.43	\$32.21	\$33.03	\$33.86
	\$934.40	\$958.00	\$981.60	\$1,006.40	\$1,031.60	\$1,056.80	\$1,084.40	\$1,111.60	\$1,138.40	\$1,166.80	\$1,196.00	\$1,226.00	\$1,257.20	\$1,288.40	\$1,321.20	\$1,354.40
	\$48,588.80	\$49,816.00	\$51,043.20	\$52,332.80	\$53,643.20	\$54,953.60	\$56,388.80	\$57,803.20	\$59,196.80	\$60,673.60	\$62,192.00	\$63,752.00	\$65,374.40	\$66,996.80	\$68,702.40	\$70,428.80
18	\$24.54	\$25.16	\$25.79	\$26.42	\$27.11	\$27.79	\$28.46	\$29.17	\$29.90	\$30.65	\$31.43	\$32.21	\$33.03	\$33.86	\$34.70	\$35.58
	\$981.60	\$1,006.40	\$1,031.60	\$1,056.80	\$1,084.40	\$1,111.60	\$1,138.40	\$1,166.80	\$1,196.00	\$1,226.00	\$1,257.20	\$1,288.40	\$1,321.20	\$1,354.40	\$1,388.00	\$1,423.20
	\$51,043.20	\$52,332.80	\$53,643.20	\$54,953.60	\$56,388.80	\$57,803.20	\$59,196.80	\$60,673.60	\$62,192.00	\$63,752.00	\$65,374.40	\$66,996.80	\$68,702.40	\$70,428.80	\$72,176.00	\$74,006.40
19	\$25.79	\$26.42	\$27.11	\$27.79	\$28.46	\$29.17	\$29.90	\$30.65	\$31.43	\$32.21	\$33.03	\$33.86	\$34.70	\$35.58	\$36.46	\$37.36
	\$1,031.60	\$1,056.80	\$1,084.40	\$1,111.60	\$1,138.40	\$1,166.80	\$1,196.00	\$1,226.00	\$1,257.20	\$1,288.40	\$1,321.20	\$1,354.40	\$1,388.00	\$1,423.20	\$1,458.40	\$1,494.40
	\$53,643.20	\$54,953.60	\$56,388.80	\$57,803.20	\$59,196.80	\$60,673.60	\$62,192.00	\$63,752.00	\$65,374.40	\$66,996.80	\$68,702.40	\$70,428.80	\$72,176.00	\$74,006.40	\$75,836.80	\$77,708.80
20	\$27.11	\$27.79	\$28.46	\$29.17	\$29.90	\$30.65	\$31.43	\$32.21	\$33.03	\$33.86	\$34.70	\$35.58	\$36.46	\$37.36	\$38.29	\$39.26
	\$1,084.40	\$1,111.60	\$1,138.40	\$1,166.80	\$1,196.00	\$1,226.00	\$1,257.20	\$1,288.40	\$1,321.20	\$1,354.40	\$1,388.00	\$1,423.20	\$1,458.40	\$1,494.40	\$1,531.60	\$1,570.40
	\$56,388.80	\$57,803.20	\$59,196.80	\$60,673.60	\$62,192.00	\$63,752.00	\$65,374.40	\$66,996.80	\$68,702.40	\$70,428.80	\$72,176.00	\$74,006.40	\$75,836.80	\$77,708.80	\$79,643.20	\$81,660.80
21	\$29.90	\$30.65	\$31.43	\$32.21	\$33.03	\$33.86	\$34.70	\$35.58	\$36.46	\$37.36	\$38.29	\$39.26	\$40.23	\$41.23	\$42.27	\$43.33
	\$1,196.00	\$1,226.00	\$1,257.20	\$1,288.40	\$1,321.20	\$1,354.40	\$1,388.00	\$1,423.20	\$1,458.40	\$1,494.40	\$1,531.60	\$1,570.40	\$1,609.20	\$1,649.20	\$1,690.80	\$1,733.20
	\$62,192.00	\$63,752.00	\$65,374.40	\$66,996.80	\$68,702.40	\$70,428.80	\$72,176.00	\$74,006.40	\$75,836.80	\$77,708.80	\$79,643.20	\$81,660.80	\$83,678.40	\$85,758.40	\$87,921.60	\$90,126.40
22	\$33.03	\$33.86	\$34.70	\$35.58	\$36.46	\$37.36	\$38.29	\$39.26	\$40.23	\$41.23	\$42.27	\$43.33	\$44.42	\$45.52	\$46.66	\$47.82
	\$1,321.20	\$1,354.40	\$1,388.00	\$1,423.20	\$1,458.40	\$1,494.40	\$1,531.60	\$1,570.40	\$1,609.20	\$1,649.20	\$1,690.80	\$1,733.20	\$1,776.80	\$1,820.80	\$1,866.40	\$1,912.80
	\$68,702.40	\$70,428.80	\$72,176.00	\$74,006.40	\$75,836.80	\$77,708.80	\$79,643.20	\$81,660.80	\$83,678.40	\$85,758.40	\$87,921.60	\$90,126.40	\$92,393.60	\$94,681.60	\$97,052.80	\$99,465.60
23	\$36.46	\$37.36	\$38.29	\$39.26	\$40.23	\$41.23	\$42.27	\$43.33	\$44.42	\$45.52	\$46.66	\$47.82	\$49.03	\$50.25	\$51.51	\$52.80
	\$1,458.40	\$1,494.40	\$1,531.60	\$1,570.40	\$1,609.20	\$1,649.20	\$1,690.80	\$1,733.20	\$1,776.80	\$1,820.80	\$1,866.40	\$1,912.80	\$1,961.20	\$2,010.00	\$2,060.40	\$2,112.00
	\$75,836.80	\$77,708.80	\$79,643.20	\$81,660.80	\$83,678.40	\$85,758.40	\$87,921.60	\$90,126.40	\$92,393.60	\$94,681.60	\$97,052.80	\$99,465.60	\$101,982.40	\$104,520.00	\$107,140.80	\$109,824.00
24	\$40.23	\$41.23	\$42.27	\$43.33	\$44.42	\$45.52	\$46.66	\$47.82	\$49.03	\$50.25	\$51.51	\$52.80	\$54.10	\$55.45	\$56.84	\$58.26
	\$1,609.20	\$1,649.20	\$1,690.80	\$1,733.20	\$1,776.80	\$1,820.80	\$1,866.40	\$1,912.80	\$1,961.20	\$2,010.00	\$2,060.40	\$2,112.00	\$2,164.00	\$2,218.00	\$2,273.60	\$2,330.40
	\$83,678.40	\$85,758.40	\$87,921.60	\$90,126.40	\$92,393.60	\$94,681.60	\$97,052.80	\$99,465.60	\$101,982.40	\$104,520.00	\$107,140.80	\$109,824.00	\$112,528.00	\$115,336.00	\$118,227.20	\$121,180.80
25	\$44.42	\$45.52	\$46.66	\$47.82	\$49.03	\$50.25	\$51.51	\$52.80	\$54.10	\$55.45	\$56.84	\$58.26	\$59.73	\$61.22	\$62.74	\$64.32
	\$1,776.80	\$1,820.80	\$1,866.40	\$1,912.80	\$1,961.20	\$2,010.00	\$2,060.40	\$2,112.00	\$2,164.00	\$2,218.00	\$2,273.60	\$2,330.40	\$2,389.20	\$2,448.80	\$2,509.60	\$2,572.80
	\$92,393.60	\$94,681.60	\$97,052.80	\$99,465.60	\$101,982.40	\$104,520.00	\$107,140.80	\$109,824.00	\$112,528.00	\$115,336.00	\$118,227.20	\$121,180.80	\$124,238.40	\$127,337.60	\$130,499.20	\$133,785.60
26	\$49.03	\$50.25	\$51.51	\$52.80	\$54.10	\$55.45	\$56.84	\$58.26	\$59.73	\$61.22	\$62.74	\$64.32	\$65.93	\$67.57	\$69.26	\$71.00
	\$1,961.20	\$2,010.00	\$2,060.40	\$2,112.00	\$2,164.00	\$2,218.00	\$2,273.60	\$2,330.40	\$2,389.20	\$2,448.80	\$2,509.60	\$2,572.80	\$2,637.20	\$2,702.40	\$2,770.40	\$2,840.00
	\$101,982.40	\$104,520.00	\$107,140.80	\$109,824.00	\$112,528.00	\$115,336.00	\$118,227.20	\$121,180.80	\$124,238.40	\$127,337.60	\$130,499.20	\$133,785.60	\$137,134.40			
27	\$54.10	\$55.45	\$56.84	\$58.26	\$59.73	\$61.22	\$62.74	\$64.32	\$65.93	\$67.56	\$69.26	\$71.00				
	\$2,164.00	\$2,218.00	\$2,273.60	\$2,330.40	\$2,389.20	\$2,448.80	\$2,509.60	\$2,572.80	\$2,637.20	\$2,702.40	\$2,770.40	\$2,840.00				
	\$112,528.00	\$115,336.00	\$118,227.20	\$121,180.80	\$124,238.40	\$127,337.60	\$130,499.20	\$133,785.60	\$137,134.40	\$140,524.80	\$144,060.80	\$147,680.00				

37.5 Hours

UAW Wage Schedule - 2019

Effective 2/1/19 - 2.25% COLA

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$10.59	\$10.84	\$11.12	\$11.39	\$11.69	\$11.95	\$12.25	\$12.57	\$12.90	\$13.20	\$13.56	\$13.88	\$14.23	\$14.57	\$14.92	\$15.33
	\$397.13	\$406.50	\$417.00	\$427.13	\$438.38	\$448.13	\$459.38	\$471.38	\$483.75	\$495.00	\$508.50	\$520.50	\$533.63	\$546.38	\$559.50	\$574.88
	\$20,650.76	\$21,138.00	\$21,684.00	\$22,210.76	\$22,795.76	\$23,302.76	\$23,887.76	\$24,511.76	\$25,155.00	\$25,740.00	\$26,442.00	\$27,066.00	\$27,748.76	\$28,411.76	\$29,094.00	\$29,893.76
2	\$11.12	\$11.39	\$11.69	\$11.95	\$12.25	\$12.57	\$12.90	\$13.20	\$13.56	\$13.88	\$14.23	\$14.57	\$14.92	\$15.33	\$15.72	\$16.10
	\$417.00	\$427.13	\$438.38	\$448.13	\$459.38	\$471.38	\$483.75	\$495.00	\$508.50	\$520.50	\$533.63	\$546.38	\$559.50	\$574.88	\$589.50	\$603.75
	\$21,684.00	\$22,210.76	\$22,795.76	\$23,302.76	\$23,887.76	\$24,511.76	\$25,155.00	\$25,740.00	\$26,442.00	\$27,066.00	\$27,748.76	\$28,411.76	\$29,094.00	\$29,893.76	\$30,654.00	\$31,395.00
3	\$11.69	\$11.95	\$12.25	\$12.57	\$12.90	\$13.20	\$13.56	\$13.88	\$14.23	\$14.57	\$14.92	\$15.33	\$15.72	\$16.10	\$16.51	\$16.90
	\$438.38	\$448.13	\$459.38	\$471.38	\$483.75	\$495.00	\$508.50	\$520.50	\$533.63	\$546.38	\$559.50	\$574.88	\$589.50	\$603.75	\$619.13	\$633.75
	\$22,795.76	\$23,302.76	\$23,887.76	\$24,511.76	\$25,155.00	\$25,740.00	\$26,442.00	\$27,066.00	\$27,748.76	\$28,411.76	\$29,094.00	\$29,893.76	\$30,654.00	\$31,395.00	\$32,194.76	\$32,955.00
4	\$12.25	\$12.57	\$12.90	\$13.20	\$13.56	\$13.88	\$14.23	\$14.57	\$14.92	\$15.33	\$15.72	\$16.10	\$16.51	\$16.90	\$17.33	\$17.78
	\$459.38	\$471.38	\$483.75	\$495.00	\$508.50	\$520.50	\$533.63	\$546.38	\$559.50	\$574.88	\$589.50	\$603.75	\$619.13	\$633.75	\$649.88	\$666.75
	\$23,887.76	\$24,511.76	\$25,155.00	\$25,740.00	\$26,442.00	\$27,066.00	\$27,748.76	\$28,411.76	\$29,094.00	\$29,893.76	\$30,654.00	\$31,395.00	\$32,194.76	\$32,955.00	\$33,793.76	\$34,671.00
5	\$12.90	\$13.20	\$13.56	\$13.88	\$14.23	\$14.57	\$14.92	\$15.33	\$15.72	\$16.10	\$16.51	\$16.90	\$17.33	\$17.78	\$18.23	\$18.66
	\$483.75	\$495.00	\$508.50	\$520.50	\$533.63	\$546.38	\$559.50	\$574.88	\$589.50	\$603.75	\$619.13	\$633.75	\$649.88	\$666.75	\$683.63	\$699.75
	\$25,155.00	\$25,740.00	\$26,442.00	\$27,066.00	\$27,748.76	\$28,411.76	\$29,094.00	\$29,893.76	\$30,654.00	\$31,395.00	\$32,194.76	\$32,955.00	\$33,793.76	\$34,671.00	\$35,548.76	\$36,387.00
6	\$13.56	\$13.88	\$14.23	\$14.57	\$14.92	\$15.33	\$15.72	\$16.10	\$16.51	\$16.90	\$17.33	\$17.78	\$18.23	\$18.66	\$19.12	\$19.59
	\$508.50	\$520.50	\$533.63	\$546.38	\$559.50	\$574.88	\$589.50	\$603.75	\$619.13	\$633.75	\$649.88	\$666.75	\$683.63	\$699.75	\$717.00	\$734.63
	\$26,442.00	\$27,066.00	\$27,748.76	\$28,411.76	\$29,094.00	\$29,893.76	\$30,654.00	\$31,395.00	\$32,194.76	\$32,955.00	\$33,793.76	\$34,671.00	\$35,548.76	\$36,387.00	\$37,284.00	\$38,200.76
7	\$14.23	\$14.57	\$14.92	\$15.33	\$15.72	\$16.10	\$16.51	\$16.90	\$17.33	\$17.78	\$18.23	\$18.66	\$19.12	\$19.59	\$20.10	\$20.60
	\$533.63	\$546.38	\$559.50	\$574.88	\$589.50	\$603.75	\$619.13	\$633.75	\$649.88	\$666.75	\$683.63	\$699.75	\$717.00	\$734.63	\$753.75	\$772.50
	\$27,748.76	\$28,411.76	\$29,094.00	\$29,893.76	\$30,654.00	\$31,395.00	\$32,194.76	\$32,955.00	\$33,793.76	\$34,671.00	\$35,548.76	\$36,387.00	\$37,284.00	\$38,200.76	\$39,195.00	\$40,170.00
8	\$14.92	\$15.33	\$15.72	\$16.10	\$16.51	\$16.90	\$17.33	\$17.78	\$18.23	\$18.66	\$19.12	\$19.59	\$20.10	\$20.60	\$21.10	\$21.62
	\$559.50	\$574.88	\$589.50	\$603.75	\$619.13	\$633.75	\$649.88	\$666.75	\$683.63	\$699.75	\$717.00	\$734.63	\$753.75	\$772.50	\$791.25	\$810.75
	\$29,094.00	\$29,893.76	\$30,654.00	\$31,395.00	\$32,194.76	\$32,955.00	\$33,793.76	\$34,671.00	\$35,548.76	\$36,387.00	\$37,284.00	\$38,200.76	\$39,195.00	\$40,170.00	\$41,145.00	\$42,159.00
9	\$15.72	\$16.10	\$16.51	\$16.90	\$17.33	\$17.78	\$18.23	\$18.66	\$19.12	\$19.59	\$20.10	\$20.60	\$21.10	\$21.62	\$22.20	\$22.75
	\$589.50	\$603.75	\$619.13	\$633.75	\$649.88	\$666.75	\$683.63	\$699.75	\$717.00	\$734.63	\$753.75	\$772.50	\$791.25	\$810.75	\$832.50	\$853.13
	\$30,654.00	\$31,395.00	\$32,194.76	\$32,955.00	\$33,793.76	\$34,671.00	\$35,548.76	\$36,387.00	\$37,284.00	\$38,200.76	\$39,195.00	\$40,170.00	\$41,145.00	\$42,159.00	\$43,290.00	\$44,362.76
10	\$16.51	\$16.90	\$17.33	\$17.78	\$18.23	\$18.66	\$19.12	\$19.59	\$20.10	\$20.60	\$21.10	\$21.62	\$22.20	\$22.75	\$23.30	\$23.87
	\$619.13	\$633.75	\$649.88	\$666.75	\$683.63	\$699.75	\$717.00	\$734.63	\$753.75	\$772.50	\$791.25	\$810.75	\$832.50	\$853.13	\$873.75	\$895.13
	\$32,194.76	\$32,955.00	\$33,793.76	\$34,671.00	\$35,548.76	\$36,387.00	\$37,284.00	\$38,200.76	\$39,195.00	\$40,170.00	\$41,145.00	\$42,159.00	\$43,290.00	\$44,362.76	\$45,435.00	\$46,546.76
11	\$17.33	\$17.78	\$18.23	\$18.66	\$19.12	\$19.59	\$20.10	\$20.60	\$21.10	\$21.62	\$22.20	\$22.75	\$23.30	\$23.87	\$24.51	\$25.10
	\$649.88	\$666.75	\$683.63	\$699.75	\$717.00	\$734.63	\$753.75	\$772.50	\$791.25	\$810.75	\$832.50	\$853.13	\$873.75	\$895.13	\$919.13	\$941.25
	\$33,793.76	\$34,671.00	\$35,548.76	\$36,387.00	\$37,284.00	\$38,200.76	\$39,195.00	\$40,170.00	\$41,145.00	\$42,159.00	\$43,290.00	\$44,362.76	\$45,435.00	\$46,546.76	\$47,794.76	\$48,945.00
12	\$18.23	\$18.66	\$19.12	\$19.59	\$20.10	\$20.60	\$21.10	\$21.62	\$22.20	\$22.75	\$23.30	\$23.87	\$24.51	\$25.10	\$25.72	\$26.36
	\$683.63	\$699.75	\$717.00	\$734.63	\$753.75	\$772.50	\$791.25	\$810.75	\$832.50	\$853.13	\$873.75	\$895.13	\$919.13	\$941.25	\$964.50	\$988.50
	\$35,548.76	\$36,387.00	\$37,284.00	\$38,200.76	\$39,195.00	\$40,170.00	\$41,145.00	\$42,159.00	\$43,290.00	\$44,362.76	\$45,435.00	\$46,546.76	\$47,794.76	\$48,945.00	\$50,154.00	\$51,402.00
13	\$19.12	\$19.59	\$20.10	\$20.60	\$21.10	\$21.62	\$22.20	\$22.75	\$23.30	\$23.87	\$24.51	\$25.10	\$25.72	\$26.36	\$27.05	\$27.71
	\$717.00	\$734.63	\$753.75	\$772.50	\$791.25	\$810.75	\$832.50	\$853.13	\$873.75	\$895.13	\$919.13	\$941.25	\$964.50	\$988.50	\$1,014.38	\$1,039.13
	\$37,284.00	\$38,200.76	\$39,195.00	\$40,170.00	\$41,145.00	\$42,159.00	\$43,290.00	\$44,362.76	\$45,435.00	\$46,546.76	\$47,794.76	\$48,945.00	\$50,154.00	\$51,402.00	\$52,747.76	\$54,034.76
14	\$20.10	\$20.60	\$21.10	\$21.62	\$22.20	\$22.75	\$23.30	\$23.87	\$24.51	\$25.10	\$25.72	\$26.36	\$27.05	\$27.71	\$28.39	\$29.11
	\$753.75	\$772.50	\$791.25	\$810.75	\$832.50	\$853.13	\$873.75	\$895.13	\$919.13	\$941.25	\$964.50	\$988.50	\$1,014.38	\$1,039.13	\$1,064.63	\$1,091.63
	\$39,195.00	\$40,170.00	\$41,145.00	\$42,159.00	\$43,290.00	\$44,362.76	\$45,435.00	\$46,546.76	\$47,794.76	\$48,945.00	\$50,154.00	\$51,402.00	\$52,747.76	\$54,034.76	\$55,360.76	\$56,764.76

37.5 Hours

UAW Wage Schedule - 2019

Effective 2/1/19 - 2.25% COLA

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	\$21.10	\$21.62	\$22.20	\$22.75	\$23.30	\$23.87	\$24.51	\$25.10	\$25.72	\$26.36	\$27.05	\$27.71	\$28.39	\$29.11	\$29.83	\$30.57
	\$791.25	\$810.75	\$832.50	\$853.13	\$873.75	\$895.13	\$919.13	\$941.25	\$964.50	\$988.50	\$1,014.38	\$1,039.13	\$1,064.63	\$1,091.63	\$1,118.63	\$1,146.38
	\$41,145.00	\$42,159.00	\$43,290.00	\$44,362.76	\$45,435.00	\$46,546.76	\$47,794.76	\$48,945.00	\$50,154.00	\$51,402.00	\$52,747.76	\$54,034.76	\$55,360.76	\$56,764.76	\$58,168.76	\$59,611.76
16	\$22.20	\$22.75	\$23.30	\$23.87	\$24.51	\$25.10	\$25.72	\$26.36	\$27.05	\$27.71	\$28.39	\$29.11	\$29.83	\$30.57	\$31.35	\$32.14
	\$832.50	\$853.13	\$873.75	\$895.13	\$919.13	\$941.25	\$964.50	\$988.50	\$1,014.38	\$1,039.13	\$1,064.63	\$1,091.63	\$1,118.63	\$1,146.38	\$1,175.63	\$1,205.25
	\$43,290.00	\$44,362.76	\$45,435.00	\$46,546.76	\$47,794.76	\$48,945.00	\$50,154.00	\$51,402.00	\$52,747.76	\$54,034.76	\$55,360.76	\$56,764.76	\$58,168.76	\$59,611.76	\$61,132.76	\$62,673.00
17	\$23.30	\$23.87	\$24.51	\$25.10	\$25.72	\$26.36	\$27.05	\$27.71	\$28.39	\$29.11	\$29.83	\$30.57	\$31.35	\$32.14	\$32.92	\$33.76
	\$873.75	\$895.13	\$919.13	\$941.25	\$964.50	\$988.50	\$1,014.38	\$1,039.13	\$1,064.63	\$1,091.63	\$1,118.63	\$1,146.38	\$1,175.63	\$1,205.25	\$1,234.50	\$1,266.00
	\$45,435.00	\$46,546.76	\$47,794.76	\$48,945.00	\$50,154.00	\$51,402.00	\$52,747.76	\$54,034.76	\$55,360.76	\$56,764.76	\$58,168.76	\$59,611.76	\$61,132.76	\$62,673.00	\$64,194.00	\$65,832.00
18	\$24.51	\$25.10	\$25.72	\$26.36	\$27.05	\$27.71	\$28.39	\$29.11	\$29.83	\$30.57	\$31.35	\$32.14	\$32.92	\$33.76	\$34.60	\$35.46
	\$919.13	\$941.25	\$964.50	\$988.50	\$1,014.38	\$1,039.13	\$1,064.63	\$1,091.63	\$1,118.63	\$1,146.38	\$1,175.63	\$1,205.25	\$1,234.50	\$1,266.00	\$1,297.50	\$1,329.75
	\$47,794.76	\$48,945.00	\$50,154.00	\$51,402.00	\$52,747.76	\$54,034.76	\$55,360.76	\$56,764.76	\$58,168.76	\$59,611.76	\$61,132.76	\$62,673.00	\$64,194.00	\$65,832.00	\$67,470.00	\$69,147.00
19	\$25.72	\$26.36	\$27.05	\$27.71	\$28.39	\$29.11	\$29.83	\$30.57	\$31.35	\$32.14	\$32.92	\$33.76	\$34.60	\$35.46	\$36.36	\$37.25
	\$964.50	\$988.50	\$1,014.38	\$1,039.13	\$1,064.63	\$1,091.63	\$1,118.63	\$1,146.38	\$1,175.63	\$1,205.25	\$1,234.50	\$1,266.00	\$1,297.50	\$1,329.75	\$1,363.50	\$1,396.88
	\$50,154.00	\$51,402.00	\$52,747.76	\$54,034.76	\$55,360.76	\$56,764.76	\$58,168.76	\$59,611.76	\$61,132.76	\$62,673.00	\$64,194.00	\$65,832.00	\$67,470.00	\$69,147.00	\$70,902.00	\$72,637.76

40 Hours

UAW Wage Schedule - 2019

Effective 2/1/19 - 2.25% COLA

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	\$10.59	\$10.84	\$11.12	\$11.39	\$11.69	\$11.95	\$12.25	\$12.57	\$12.90	\$13.20	\$13.56	\$13.88	\$14.23	\$14.57	\$14.92	\$15.33
	\$423.60	\$433.60	\$444.80	\$455.60	\$467.60	\$478.00	\$490.00	\$502.80	\$516.00	\$528.00	\$542.40	\$555.20	\$569.20	\$582.80	\$596.80	\$613.20
	\$22,027.20	\$22,547.20	\$23,129.60	\$23,691.20	\$24,315.20	\$24,856.00	\$25,480.00	\$26,145.60	\$26,832.00	\$27,456.00	\$28,204.80	\$28,870.40	\$29,598.40	\$30,305.60	\$31,033.60	\$31,886.40
2	\$11.12	\$11.39	\$11.69	\$11.95	\$12.25	\$12.57	\$12.90	\$13.20	\$13.56	\$13.88	\$14.23	\$14.57	\$14.92	\$15.33	\$15.72	\$16.10
	\$444.80	\$455.60	\$467.60	\$478.00	\$490.00	\$502.80	\$516.00	\$528.00	\$542.40	\$555.20	\$569.20	\$582.80	\$596.80	\$613.20	\$628.80	\$644.00
	\$23,129.60	\$23,691.20	\$24,315.20	\$24,856.00	\$25,480.00	\$26,145.60	\$26,832.00	\$27,456.00	\$28,204.80	\$28,870.40	\$29,598.40	\$30,305.60	\$31,033.60	\$31,886.40	\$32,697.60	\$33,488.00
3	\$11.69	\$11.95	\$12.25	\$12.57	\$12.90	\$13.20	\$13.56	\$13.88	\$14.23	\$14.57	\$14.92	\$15.33	\$15.72	\$16.10	\$16.51	\$16.90
	\$467.60	\$478.00	\$490.00	\$502.80	\$516.00	\$528.00	\$542.40	\$555.20	\$569.20	\$582.80	\$596.80	\$613.20	\$628.80	\$644.00	\$660.40	\$676.00
	\$24,315.20	\$24,856.00	\$25,480.00	\$26,145.60	\$26,832.00	\$27,456.00	\$28,204.80	\$28,870.40	\$29,598.40	\$30,305.60	\$31,033.60	\$31,886.40	\$32,697.60	\$33,488.00	\$34,340.80	\$35,152.00
4	\$12.25	\$12.57	\$12.90	\$13.20	\$13.56	\$13.88	\$14.23	\$14.57	\$14.92	\$15.33	\$15.72	\$16.10	\$16.51	\$16.90	\$17.33	\$17.78
	\$490.00	\$502.80	\$516.00	\$528.00	\$542.40	\$555.20	\$569.20	\$582.80	\$596.80	\$613.20	\$628.80	\$644.00	\$660.40	\$676.00	\$693.20	\$711.20
	\$25,480.00	\$26,145.60	\$26,832.00	\$27,456.00	\$28,204.80	\$28,870.40	\$29,598.40	\$30,305.60	\$31,033.60	\$31,886.40	\$32,697.60	\$33,488.00	\$34,340.80	\$35,152.00	\$36,046.40	\$36,982.40
5	\$12.90	\$13.20	\$13.56	\$13.88	\$14.23	\$14.57	\$14.92	\$15.33	\$15.72	\$16.10	\$16.51	\$16.90	\$17.33	\$17.78	\$18.23	\$18.66
	\$516.00	\$528.00	\$542.40	\$555.20	\$569.20	\$582.80	\$596.80	\$613.20	\$628.80	\$644.00	\$660.40	\$676.00	\$693.20	\$711.20	\$729.20	\$746.40
	\$26,832.00	\$27,456.00	\$28,204.80	\$28,870.40	\$29,598.40	\$30,305.60	\$31,033.60	\$31,886.40	\$32,697.60	\$33,488.00	\$34,340.80	\$35,152.00	\$36,046.40	\$36,982.40	\$37,918.40	\$38,812.80
6	\$13.56	\$13.88	\$14.23	\$14.57	\$14.92	\$15.33	\$15.72	\$16.10	\$16.51	\$16.90	\$17.33	\$17.78	\$18.23	\$18.66	\$19.12	\$19.59
	\$542.40	\$555.20	\$569.20	\$582.80	\$596.80	\$613.20	\$628.80	\$644.00	\$660.40	\$676.00	\$693.20	\$711.20	\$729.20	\$746.40	\$764.80	\$783.60
	\$28,204.80	\$28,870.40	\$29,598.40	\$30,305.60	\$31,033.60	\$31,886.40	\$32,697.60	\$33,488.00	\$34,340.80	\$35,152.00	\$36,046.40	\$36,982.40	\$37,918.40	\$38,812.80	\$39,769.60	\$40,747.20
7	\$14.23	\$14.57	\$14.92	\$15.33	\$15.72	\$16.10	\$16.51	\$16.90	\$17.33	\$17.78	\$18.23	\$18.66	\$19.12	\$19.59	\$20.10	\$20.60
	\$569.20	\$582.80	\$596.80	\$613.20	\$628.80	\$644.00	\$660.40	\$676.00	\$693.20	\$711.20	\$729.20	\$746.40	\$764.80	\$783.60	\$804.00	\$824.00
	\$29,598.40	\$30,305.60	\$31,033.60	\$31,886.40	\$32,697.60	\$33,488.00	\$34,340.80	\$35,152.00	\$36,046.40	\$36,982.40	\$37,918.40	\$38,812.80	\$39,769.60	\$40,747.20	\$41,808.00	\$42,848.00
8	\$14.92	\$15.33	\$15.72	\$16.10	\$16.51	\$16.90	\$17.33	\$17.78	\$18.23	\$18.66	\$19.12	\$19.59	\$20.10	\$20.60	\$21.10	\$21.62
	\$596.80	\$613.20	\$628.80	\$644.00	\$660.40	\$676.00	\$693.20	\$711.20	\$729.20	\$746.40	\$764.80	\$783.60	\$804.00	\$824.00	\$844.00	\$864.80
	\$31,033.60	\$31,886.40	\$32,697.60	\$33,488.00	\$34,340.80	\$35,152.00	\$36,046.40	\$36,982.40	\$37,918.40	\$38,812.80	\$39,769.60	\$40,747.20	\$41,808.00	\$42,848.00	\$43,888.00	\$44,969.60
9	\$15.72	\$16.10	\$16.51	\$16.90	\$17.33	\$17.78	\$18.23	\$18.66	\$19.12	\$19.59	\$20.10	\$20.60	\$21.10	\$21.62	\$22.20	\$22.75
	\$628.80	\$644.00	\$660.40	\$676.00	\$693.20	\$711.20	\$729.20	\$746.40	\$764.80	\$783.60	\$804.00	\$824.00	\$844.00	\$864.80	\$888.00	\$910.00
	\$32,697.60	\$33,488.00	\$34,340.80	\$35,152.00	\$36,046.40	\$36,982.40	\$37,918.40	\$38,812.80	\$39,769.60	\$40,747.20	\$41,808.00	\$42,848.00	\$43,888.00	\$44,969.60	\$46,176.00	\$47,320.00
10	\$16.51	\$16.90	\$17.33	\$17.78	\$18.23	\$18.66	\$19.12	\$19.59	\$20.10	\$20.60	\$21.10	\$21.62	\$22.20	\$22.75	\$23.30	\$23.87
	\$660.40	\$676.00	\$693.20	\$711.20	\$729.20	\$746.40	\$764.80	\$783.60	\$804.00	\$824.00	\$844.00	\$864.80	\$888.00	\$910.00	\$932.00	\$954.80
	\$34,340.80	\$35,152.00	\$36,046.40	\$36,982.40	\$37,918.40	\$38,812.80	\$39,769.60	\$40,747.20	\$41,808.00	\$42,848.00	\$43,888.00	\$44,969.60	\$46,176.00	\$47,320.00	\$48,464.00	\$49,649.60
11	\$17.33	\$17.78	\$18.23	\$18.66	\$19.12	\$19.59	\$20.10	\$20.60	\$21.10	\$21.62	\$22.20	\$22.75	\$23.30	\$23.87	\$24.51	\$25.10
	\$693.20	\$711.20	\$729.20	\$746.40	\$764.80	\$783.60	\$804.00	\$824.00	\$844.00	\$864.80	\$888.00	\$910.00	\$932.00	\$954.80	\$980.40	\$1,004.00
	\$36,046.40	\$36,982.40	\$37,918.40	\$38,812.80	\$39,769.60	\$40,747.20	\$41,808.00	\$42,848.00	\$43,888.00	\$44,969.60	\$46,176.00	\$47,320.00	\$48,464.00	\$49,649.60	\$50,980.80	\$52,208.00
12	\$18.23	\$18.66	\$19.12	\$19.59	\$20.10	\$20.60	\$21.10	\$21.62	\$22.20	\$22.75	\$23.30	\$23.87	\$24.51	\$25.10	\$25.72	\$26.36
	\$729.20	\$746.40	\$764.80	\$783.60	\$804.00	\$824.00	\$844.00	\$864.80	\$888.00	\$910.00	\$932.00	\$954.80	\$980.40	\$1,004.00	\$1,028.80	\$1,054.40
	\$37,918.40	\$38,812.80	\$39,769.60	\$40,747.20	\$41,808.00	\$42,848.00	\$43,888.00	\$44,969.60	\$46,176.00	\$47,320.00	\$48,464.00	\$49,649.60	\$50,980.80	\$52,208.00	\$53,497.60	\$54,828.80
13	\$19.12	\$19.59	\$20.10	\$20.60	\$21.10	\$21.62	\$22.20	\$22.75	\$23.30	\$23.87	\$24.51	\$25.10	\$25.72	\$26.36	\$27.05	\$27.71
	\$764.80	\$783.60	\$804.00	\$824.00	\$844.00	\$864.80	\$888.00	\$910.00	\$932.00	\$954.80	\$980.40	\$1,004.00	\$1,028.80	\$1,054.40	\$1,082.00	\$1,108.40
	\$39,769.60	\$40,747.20	\$41,808.00	\$42,848.00	\$43,888.00	\$44,969.60	\$46,176.00	\$47,320.00	\$48,464.00	\$49,649.60	\$50,980.80	\$52,208.00	\$53,497.60	\$54,828.80	\$56,264.00	\$57,636.80
14	\$20.10	\$20.60	\$21.10	\$21.62	\$22.20	\$22.75	\$23.30	\$23.87	\$24.51	\$25.10	\$25.72	\$26.36	\$27.05	\$27.71	\$28.39	\$29.11
	\$804.00	\$824.00	\$844.00	\$864.80	\$888.00	\$910.00	\$932.00	\$954.80	\$980.40	\$1,004.00	\$1,028.80	\$1,054.40	\$1,082.00	\$1,108.40	\$1,135.60	\$1,164.40
	\$41,808.00	\$42,848.00	\$43,888.00	\$44,969.60	\$46,176.00	\$47,320.00	\$48,464.00	\$49,649.60	\$50,980.80	\$52,208.00	\$53,497.60	\$54,828.80	\$56,264.00	\$57,636.80	\$59,051.20	\$60,548.80

40 Hours

UAW Wage Schedule - 2019

Effective 2/1/19 - 2.25% COLA

15	\$21.10	\$21.62	\$22.20	\$22.75	\$23.30	\$23.87	\$24.51	\$25.10	\$25.72	\$26.36	\$27.05	\$27.71	\$28.39	\$29.11	\$29.83	\$30.57
	\$844.00	\$864.80	\$888.00	\$910.00	\$932.00	\$954.80	\$980.40	\$1,004.00	\$1,028.80	\$1,054.40	\$1,082.00	\$1,108.40	\$1,135.60	\$1,164.40	\$1,193.20	\$1,222.80
	\$43,888.00	\$44,969.60	\$46,176.00	\$47,320.00	\$48,464.00	\$49,649.60	\$50,980.80	\$52,208.00	\$53,497.60	\$54,828.80	\$56,264.00	\$57,636.80	\$59,051.20	\$60,548.80	\$62,046.40	\$63,585.60
16	\$22.20	\$22.75	\$23.30	\$23.87	\$24.51	\$25.10	\$25.72	\$26.36	\$27.05	\$27.71	\$28.39	\$29.11	\$29.83	\$30.57	\$31.35	\$32.14
	\$888.00	\$910.00	\$932.00	\$954.80	\$980.40	\$1,004.00	\$1,028.80	\$1,054.40	\$1,082.00	\$1,108.40	\$1,135.60	\$1,164.40	\$1,193.20	\$1,222.80	\$1,254.00	\$1,285.60
	\$46,176.00	\$47,320.00	\$48,464.00	\$49,649.60	\$50,980.80	\$52,208.00	\$53,497.60	\$54,828.80	\$56,264.00	\$57,636.80	\$59,051.20	\$60,548.80	\$62,046.40	\$63,585.60	\$65,208.00	\$66,851.20
17	\$23.30	\$23.87	\$24.51	\$25.10	\$25.72	\$26.36	\$27.05	\$27.71	\$28.39	\$29.11	\$29.83	\$30.57	\$31.35	\$32.14	\$32.92	\$33.76
	\$932.00	\$954.80	\$980.40	\$1,004.00	\$1,028.80	\$1,054.40	\$1,082.00	\$1,108.40	\$1,135.60	\$1,164.40	\$1,193.20	\$1,222.80	\$1,254.00	\$1,285.60	\$1,316.80	\$1,350.40
	\$48,464.00	\$49,649.60	\$50,980.80	\$52,208.00	\$53,497.60	\$54,828.80	\$56,264.00	\$57,636.80	\$59,051.20	\$60,548.80	\$62,046.40	\$63,585.60	\$65,208.00	\$66,851.20	\$68,473.60	\$70,220.80
18	\$24.51	\$25.10	\$25.72	\$26.36	\$27.05	\$27.71	\$28.39	\$29.11	\$29.83	\$30.57	\$31.35	\$32.14	\$32.92	\$33.76	\$34.60	\$35.46
	\$980.40	\$1,004.00	\$1,028.80	\$1,054.40	\$1,082.00	\$1,108.40	\$1,135.60	\$1,164.40	\$1,193.20	\$1,222.80	\$1,254.00	\$1,285.60	\$1,316.80	\$1,350.40	\$1,384.00	\$1,418.40
	\$50,980.80	\$52,208.00	\$53,497.60	\$54,828.80	\$56,264.00	\$57,636.80	\$59,051.20	\$60,548.80	\$62,046.40	\$63,585.60	\$65,208.00	\$66,851.20	\$68,473.60	\$70,220.80	\$71,968.00	\$73,756.80
19	\$25.72	\$26.36	\$27.05	\$27.71	\$28.39	\$29.11	\$29.83	\$30.57	\$31.35	\$32.14	\$32.92	\$33.76	\$34.60	\$35.46	\$36.36	\$37.25
	\$1,028.80	\$1,054.40	\$1,082.00	\$1,108.40	\$1,135.60	\$1,164.40	\$1,193.20	\$1,222.80	\$1,254.00	\$1,285.60	\$1,316.80	\$1,350.40	\$1,384.00	\$1,418.40	\$1,454.40	\$1,490.00
	\$53,497.60	\$54,828.80	\$56,264.00	\$57,636.80	\$59,051.20	\$60,548.80	\$62,046.40	\$63,585.60	\$65,208.00	\$66,851.20	\$68,473.60	\$70,220.80	\$71,968.00	\$73,756.80	\$75,628.80	\$77,480.00

Appendix B

Program Change Requests

	Department	Manager
Legal		
1099 Expert Fees	\$20,000	\$0
1128 Solicitor/Deputy Solicitor Labor Grade Increase	\$7,275	\$7,275
Total Department	\$27,275	\$7,275
Assessing		
1070 Measure & Inspection of Comm/Ind & Exempt Prop	\$145,000	\$0
Total Department	\$145,000	\$0
Human Resources		
1076 Change Safety and Training Coordinator Position	\$2,076	\$0
Total Department	\$2,076	\$0
Finance		
1066 Adobe Acrobat DC	\$400	\$400
1079 Annual Munis Conference	\$2,000	\$0
1065 Promotion to Purchasing Agent II	\$8,336	\$0
1118 Staff Development	\$250	\$250
Total Department	\$10,986	\$650
Information Technology		
1100 Employee Security Awareness training	\$8,500	\$0
1102 New Helpdesk Technician	\$48,228	\$0
1103 New Network Security Engineer	\$71,024	\$0
1101 Technology Related Compensation Study	\$5,000	\$5,000
Total Department	\$132,752	\$5,000
City Clerk - Elections		
1080 Elections - Additional Overtime	\$5,648	\$5,648
1082 Elections - Temporary Staffing	\$7,738	\$7,738
1083 Voting System	\$26,400	\$0
Total Department	\$39,786	\$13,386
Police		
1015 2 FT Police Officers	\$74,982	\$0
1012 Ammunition	\$6,280	\$6,280
1108 CID Desk Top Computer	\$3,200	\$0
1007 Covert Communications Equipment	\$5,100	\$5,100
1016 CSA Step Increase	\$776	\$0
1025 CSD - Promotional and Educational Materials	\$2,500	\$1,000
1060 Employee Recognition	\$10,000	\$0
1003 Fitness Room Equipment and Maintenance	\$5,000	\$0
1005 FT Admin Tech II Records	\$65,680	\$0
1002 Honor Guard Uniforms	\$1,500	\$0
1001 Leads Online Service	\$5,600	\$0

Appendix B

	Department	Manager
Police (continued)		
1006 Plausawa Hill Tower Rental	\$8,300	\$8,300
1053 Police Canine Unit	\$49,270	\$0
1014 Police Motorcycle Instructor	\$5,000	\$0
1056 Polygraph Examiner Training	\$7,500	\$0
1055 School Resource Officer - MVMS	\$106,179	\$106,179
1152 School Resource Officer - MVMS	(\$79,635)	(\$79,635)
1000 Specialized Investigative Training	\$5,000	\$0
1008 SRO Training	\$6,600	\$0
1011 TASER Equipment	\$8,070	\$8,070
1013 Tuition Reimbursement	\$4,950	\$0
1057 Uniform Badge Replacement	\$3,300	\$0
1004 Workstation Replacement Program	\$5,000	\$0
	Total Department	\$310,152
		\$55,294
Fire		
1052 Additional Ambulance Company	\$833,210	\$0
1051 Admin Specialist II to Fiscal Supervisor	\$3,723	\$3,723
1137 AirVac Filters	\$9,135	\$9,135
1050 Assistant Fire Marshal Position	\$56,182	\$0
1049 Fire Alarm & Traffic Technician	\$39,955	\$0
1098 Hazardous Materials Sensors	\$1,000	\$1,000
1024 New Fire Training Facility O&M Costs	\$5,400	\$5,400
	Total Department	\$948,605
		\$19,258
General Services		
1067 Downtown Snow Removal Contracted Services	\$3,560	\$3,560
1097 Equipment Replacement	\$5,560	\$5,560
1029 Fleet Repairs, Parts, and Supplies	\$68,709	\$40,000
1039 Mail Room Door	\$4,500	\$0
1040 Professional Development for PPD Staff	\$2,190	\$2,190
1119 Rental Space for the Shattuck Wagon	\$2,400	\$2,400
1021 Sealing Concrete Sidewalks from Main St. Project	\$7,500	\$7,500
1022 Sidewalk Fence Replacement - N.Spring by Cambridge	\$16,400	\$0
1090 Snow and Ice Control Overtime Increase	\$56,150	\$0
1031 Street Tree Planting	\$13,000	\$13,000
1153 Street Tree Planting Revenue	(\$13,000)	(\$13,000)
	Total Department	\$166,969
		\$61,210

Appendix B

	Department	Manager
Community Development		
1084 Adobe Pro Software Annual Subscriptions	\$540	\$540
1116 Certification Exams and Study Guides	\$250	\$250
1075 ED - 2nd IEDC Conference	\$2,550	\$2,550
1063 Microfilm & Fiche Reader/Printers	\$4,000	\$0
1088 New iPads for ADR Committee	\$4,000	\$0
1062 Office Partitions	\$11,963	\$0
1059 Protective Footwear	\$800	\$0
1089 Solar RFP Consultant Services	\$7,000	\$7,000
Total Department	\$31,103	\$10,340
Library		
1121 FT Lib Assistant II to FT Lib Technician	\$4,767	\$4,767
1122 Phone Stipend	\$600	\$600
Total Department	\$5,367	\$5,367
Parks & Recreation		
1019 Additional Horticultural Supplies	\$5,000	\$0
1104 Computer for Green Street Community Center	\$3,100	\$0
1091 Filters for HVAC	\$1,400	\$1,400
1047 Laptop for Memorial Field	\$1,800	\$0
1034 Leased Truck	\$10,800	\$0
1094 Lifeguard Certification Reimbursement	\$4,000	\$4,000
1092 National Playground Inspector Training	\$1,400	\$0
1046 Park Rules and Regulation Signage	\$4,800	\$0
1130 Parks OT Increase	\$18,960	\$18,960
1129 Revenue Management School	\$2,510	\$2,510
1087 Skate House at White Park Operation Full Year	\$63,725	\$63,725
1105 Skate House at White Park Operation Full Year	(\$64,000)	(\$64,000)
1026 Software and iPad for Playground Inspections	\$1,600	\$0
Total Department	\$55,095	\$26,595
Human Services		
1037 Admin Specialist II PT to PPT	\$11,679	\$0
1064 Education and Training	\$350	\$350
1058 Language Bank	\$200	\$200
1074 Prescription Assistance	(\$1,000)	(\$1,000)
1044 Burial and Transportation Assistance	\$2,450	\$2,450
Total Department	\$13,679	\$2,000
Total General Fund	\$1,888,845	\$206,375

Appendix B

	Department	Manager
Parking		
1133 Labor Grade Adjustments	\$5,293	\$5,293
1134 Meter Expansion Phase 2	\$42,608	\$42,608
1150 Meter Expansion Phase 2	(\$92,209)	(\$92,209)
1131 Non-meter Ticket Revenue / General Fund Admin Fee	(\$100,000)	\$0
1151 Non-meter Ticket Revenue / General Fund Admin Fee	\$50,000	\$0
1132 Staffing Adjustments	\$125,519	\$125,519
1149 Staffing Adjustments Associated Revenue	(\$259,436)	(\$259,436)
1143 State Street Garage Pressure Washing	\$26,260	\$26,260
1135 Storrs Street 20 Meters (Dixon to Holiday Inn)	\$3,268	\$3,268
1148 Storrs Street 20 Meters Associated Revenue	(\$6,736)	(\$6,736)
1136 Storrs Street 60 Meters (Theatre to S. Main)	\$11,698	\$11,698
1147 Storrs Street 60 Meters Associated Revenue	(\$46,244)	(\$46,244)
Total Parking Fund	(\$239,979)	(\$189,979)
Sears Block Tax Increment Finance District (SBTIF)		
1146 Sealing Concrete Sidewalks from Main St. Project	\$7,500	\$7,500
Total SBTIF Fund	\$7,500	\$7,500
Golf		
1138 Club House Repairs	\$5,000	\$5,000
1142 Golf Temp Labor	\$5,000	\$5,000
1141 Lime for Turf	\$5,000	\$5,000
1139 Lighting Upgrade	\$4,000	\$4,000
1140 Tent and Event Expenses	\$5,140	\$5,140
Total Golf Fund	\$24,140	\$24,140
Arena		
1124 Credit Card Processing	\$8,700	\$8,700
1127 Skate Sharpener	\$15,800	\$15,800
Total Arena Fund	\$24,500	\$24,500
Solid Waste		
1120 Closed Landfill Engineering Services	\$19,600	\$19,600
1023 Continued NHDES Required PFAS Testing	\$3,600	\$3,600
1144 Recycling Dumpster Lid Change	\$32,139	\$32,139
1145 Recycling Dumpster Lid Change	(\$18,200)	(\$18,200)
Total Solid Waste Fund	\$37,139	\$37,139
Water		
1117 Chemical Increase (Hutchins Street)	\$14,430	\$14,430
1125 Equipment Replacement (Water)	\$200	\$200
1033 Part-time Fiscal Technician II	\$16,972	\$0
Total Water Fund	\$31,602	\$14,630

Appendix B

	Department	Manager
Wastewater		
1111 Additional Laboratory Analytical (PFAS Sampling)	\$3,500	\$3,500
1123 Additional Laboratory Analytical Supplies	\$1,880	\$1,880
1110 Chemical Increase (Hall Street and Penacook)	\$6,720	\$6,720
1126 Equipment Replacement (Wastewater)	\$3,150	\$3,150
1109 HVAC Electricity Increase	\$23,000	\$23,000
1038 Natural Gas Increase	\$22,250	\$22,250
Total Wastewater Fund	\$60,500	\$60,500
Total All Funds	\$1,834,247	\$184,805

Appendix C

GOALS & POLICIES

Concord City Council Adopted Fiscal Goals for 2019

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 Government Finance Officers Association best practices where applicable.

Goal B2 Develop annual budget document to meet the GFOA criteria for the Budget Award and annually, apply for the Government Finance Officers Association (GFOA) Budget Award within ninety 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 2021, 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 and, 2018, .25% in Fiscal Year 2019 and 2020, and .5% in Fiscal Year 2021.

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 between 10 and 14% of total appropriations

Goal E2 Manage debt burden to 70% payoff within 10 years

Appendix C

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.
- 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 and 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.

Appendix C

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.
- 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 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.

Appendix C

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.
 - 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.

Appendix C

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.

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 C

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 C

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 D

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, Conservation Property, Golf, Arena, and Solid Waste and are considered non-major. 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 Water and Wastewater. Revenues and expenses are listed by fund. The Water and Wastewater 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 transfers, along with debt service on bonded projects. Capital Project funds are considered major funds. Additionally, these funds are non-lapsing at the end of the fiscal year, that is they span more than one fiscal year.

Debt Service funds are established to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources. These funds include the North End Opportunity Corridor Tax Increment Financing (NEOCTIF) District, Sears Block Tax Increment Financing (SBTIF) District, and Penacook Village Tax Increment (PVTIF) Financing District.

The City has a number of additional non-major funds that are audited and included in the City's Comprehensive Annual Financial Report (CAFR) that are not part of this budget document and 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 funds: 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 D

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 begin preparing requests for the 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 27th, 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 D

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 fund and three of the special revenue funds.

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. Not all special revenue funds are self-supporting, however, each fund strives to have current revenues cover current expenditures.

Appendix D

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 D

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 D

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 D

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 – Dwntwn 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 D

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 D

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 (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 budgeted in operating funds and will appear 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. Depreciation is a decrease in value due to wear and tear, decay, decline in price, etc.

Appendix D

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 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: $(20 * 52 = 1040) 1040\text{hrs} / 2080 \text{ hrs} = .5 \text{ FTE}$.

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 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) Non-spendable funds are either un-spendable 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 D

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 Non-spendable 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 D

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 43,019 as of July 1, 2017, a 0.76% 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 four-year terms, two every two 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 among 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 2018 was 2.3%. This compares favorably to New Hampshire’s rate of 2.6% and to the United States rate of 4.0%. Concord’s rate also remains the lowest among the top three New Hampshire cities with Manchester at 2.8% 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, 2017, increased overall by 2.53% compared to April 1, 2016. The cumulative total residential, manufactured homes, and condominiums increased 3.65% in assessed value. The average assessed value of a single-family home in Concord as of April 1, 2017, was \$244,011, up slightly from \$237,011 the year before.

Tax collections percentage as of June 30, 2018, for the 2017 Tax Year was 98.6%, slightly lower than the previous year. Total tax delinquencies for all years were stated at \$2.2 million, up \$0.2 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 D

The City has a robust program of business attraction and retention coordinated by its Economic Development Director, Community Development Department, and City Administration. In FY 2018, the City launched a separate Economic Development website as well as a real estate database to assist site selectors. The Economic Development Director also continued the City’s business visitation program and set up a framework for convening business “strike teams” to address specific recruiting needs.

In an effort to further stimulate tax base growth, the City Council—in the fall of 2017—voted to rescind the assessment of impact fees on non-residential development. This same year, the remaining school impact fees assessed for the Concord School District were “sunsetted” with the final payment of the School’s 1990s era bond. These two initiatives dramatically reduced the cost of development in the City.

In FY 2018, City Council also eliminated a number of license and inspection requirements on businesses such as bowling alleys, arcades, dance venues, nursing homes, etc. This step further streamlined the process of doing business in Concord.

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 has secured development permits and approvals for the project, and is currently pursuing financing for the project. Construction on Phase I of the project (34 units - \$8.6 million) is scheduled for Summer/Fall 2019.

In October 2017, the City Council approved selling the former NH Employment Security property to Dol Soul Properties LLC. for \$1.075 million. The developer plans to construct a new 180,000 SF mixed use building featuring approximately 125 apartments, 5,000 SF of commercial space, and a 125-space internal parking garage. The development is projected to generate \$12.5 million in new Assessed Value. The project is tentatively scheduled to begin in Summer 2019.

The Dol Soul project will add to the growing number of market rate residential units in downtown Concord. Since the completion of the Downtown Complete Streets Project (aka the Main Street Project), over 200 new or renovated market rate apartments have been built or are in the development “pipeline” for the greater Main Street area. These apartments have tapped into a significant demand for quality housing in Concord demonstrated by a .8% vacancy rate for residential.

Appendix D

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 D

Population Trends: Population change for Concord totaled 14,028 over 57 years, from 28,991 in 1960 to 43,019 in 2017. The largest decennial percent change was a 22 percent increase between 1980 and 1990; all other decades increased by ten percent or less. The 2017 Census estimate for Concord was 43,019 residents, which ranked third among New Hampshire's incorporated cities and towns.

Population Density and Land Area, 2016 (US Census Bureau): 672.6 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) 2012-2016)

Total Housing Units	18,345
Single-Family Units, Detached or Attached	8,885
Units in Multiple-Family Structures:	
Two to Four Units in Structure	3,196
Five or More Units in Structure	5,178
Mobile Homes and Other Housing Units	1,086

Demographics (US Census Bureau)

<u>Total Population</u>	<u>Community</u>	<u>County</u>
2016	43,019	149,216
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 2012-2016)

Population by Age Group

Under age 5	2,177
Age 5 to 19	7,234
Age 20 to 34	9,594
Age 35 to 54	11,760
Age 55 to 64	5,482
Age 65 and over	6,387
Median Age	39.3 years

Population by Gender

Male:	21,126
Female:	21,508

Appendix D

Labor Force (NHES - ELMI)

Annual Average	<u>2006</u>	<u>2016</u>
Civilian Labor Force	21,912	22,379
Employed	21,162	21,858
Unemployed	750	521
Unemployment Rate	3.4%	2.3%

Employment & Wages (NHES - ELMI)

Annual Average Covered Employment	<u>2006</u>	<u>2016</u>
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, April 2018.

Appendix D

Projected Ending FY20 Fund Balance/Net Position

Fund	Estimated Beginning FY20 Fund Balance/ Net Position	FY20 Budget Revenue	FY20 Budget Expense	Projected Increase/(Decrease) in Fund Balance/ Net Position	Projected Ending FY19 Fund Balance/ Net Position	% Change
General Fund	18,637,449	66,524,857	66,524,857	-	18,637,449	0%
Non-Major	2,677,537	10,098,602	10,114,199	(15,597)	2,661,940	-1%
Water Fund	52,605,277	6,288,400	6,344,245	(55,845)	52,549,432	0%
Sewer Fund	47,112,263	7,700,513	8,589,632	(889,119)	46,223,144	-2%
Total Enterprise Funds	99,717,540	13,988,913	14,933,877	(944,964)	98,772,576	-1%
N End Opportunity Corridor TIF	1,624,100	512,240	236,733	275,507	1,899,607	17%
Sears Block TIF District	317,389	1,140,740	1,085,245	55,495	372,884	17%
Penacook Village TIF District	95,597	60,825	58,530	2,295	97,892	2%
Total Debt Service Funds	2,037,086	1,713,805	1,380,508	333,297	2,370,383	16%

For Budgetary Purposes Only

Appendix D

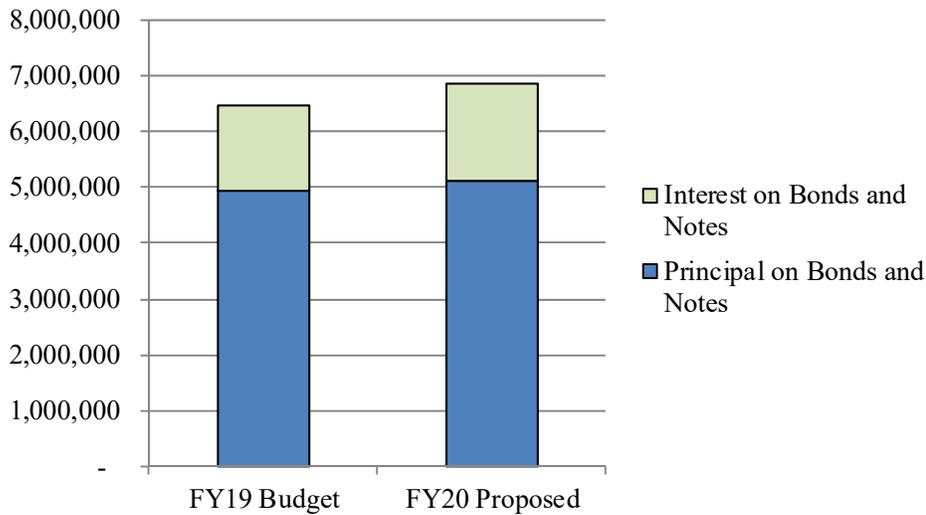
Projected Ending FY20 Fund Balance/Net Position Description

Tax Increment Finance (TIF) Districts/Debt Service Funds

The three TIF districts anticipate growth in tax revenue greater than their budgeted expenses. All three districts are anticipated to retain more revenue in this budget.

Aggregated Debt Service - Other Appropriations (Non General Fund)

Debt Service	FY19 Budget	FY20 Proposed
Interest on Bonds and Notes	1,547,445	1,734,810
Principal on Bonds and Notes	<u>4,922,400</u>	<u>5,104,475</u>
Grand Total	6,469,845	6,839,285



Appendix D

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	Other Funds	
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
FY2019 - FY2025**

REVENUES	FY19 Budget	FY19 Estimated	FY20 Budget	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected	FY25 Projected
Property Taxes	40,805,658	40,818,300	41,874,229	44,269,033	47,669,323	49,762,605	53,170,844	56,067,866
Payment-In-Lieu of Tax	716,937	733,655	741,232	741,200	741,200	741,200	741,200	741,200
Cable TV Franchise	900,370	841,500	832,500	824,200	816,000	816,000	816,000	807,800
Motor Vehicle Registrations	6,740,000	7,152,900	7,081,994	7,082,000	7,188,200	7,296,000	7,369,000	7,479,500
Rooms and Meals Tax	2,190,108	2,190,108	2,190,812	2,190,800	2,190,800	2,190,800	2,256,500	2,256,500
Highway Block Grant	896,713	896,710	896,710	896,700	896,700	896,700	896,700	896,700
Ambulance Service Charge	1,750,000	1,995,000	1,950,000	1,969,500	1,989,200	2,029,000	2,069,600	2,100,600
NHRS subsidy for Retiree Health Ins	962,060	949,420	934,080	924,700	910,800	897,100	888,100	879,200
Transfer In-Water Fund	861,300	861,300	857,582	857,600	866,200	874,900	888,000	901,300
Transfer In-Wastewater Fund	1,095,684	1,095,684	1,081,708	1,081,700	1,092,500	1,103,400	1,120,000	1,136,800
Other	9,789,669	8,663,487	8,084,010	8,085,900	8,123,700	8,161,600	8,201,000	8,235,600
Total Revenues	66,708,499	66,198,064	66,524,857	68,923,333	72,484,623	74,769,305	78,416,944	81,503,066

EXPENDITURES:

O&M Expenses	55,700,538	54,361,080	56,232,473	58,207,400	60,359,200	62,460,700	64,727,100	66,993,500
Capital Transfer	873,450	443,250	454,250	446,000	676,000	691,000	547,000	655,000
Transfer Out to SW	1,013,313	1,013,313	1,061,588	1,162,332	1,191,390	1,221,175	1,251,704	1,282,997
Transfer Out Trust & Other Funds	2,061,268	2,171,735	1,390,906	1,432,510	1,486,115	1,529,417	1,588,202	1,650,756
Capital Outlay	58,900	58,900	30,810	49,710	50,700	52,000	52,500	53,800
(New) Tax Rate Portion of Paving Program				106,092	112,141			
Authorized Unissued Debt		1,516,500						
Bonded CIP	<u>Informational</u>		4,167,500	15,233,400	8,003,000	17,448,000	9,858,000	25,785,000
Associated Debt Service		146,595	423,696	1,624,896	893,668	1,948,360	1,150,100	3,008,250
Debt Service								
Future Debt Service Estimate				570,290	2,189,510	3,029,290	4,899,760	5,919,620
Debt Service	7,001,030	7,026,350	7,354,830	6,948,999	6,419,567	5,785,723	5,350,678	4,947,393
Total Expenditures	66,708,499	65,074,628	66,524,857	68,923,333	72,484,623	74,769,305	78,416,944	81,503,066

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>	<u>42,441,629</u>	<u>44,836,833</u>	<u>48,237,123</u>	<u>50,330,405</u>	<u>53,738,644</u>	<u>56,635,666</u>
Assessed Value (000)	4,205,811	4,219,811	4,233,811	4,247,811	4,261,811	4,275,811
Projected Property Tax Rate	10.09	10.63	11.39	11.85	12.61	13.25
Projected Increase		5.4%	7.1%	4.0%	6.4%	5.1%

**Parking Fund Pro Forma
FY2019 - FY2025**

	FY2019 Budget	FY2019 Estimated	FY2020 Request	FY2021 Projected	FY2022 Projected	FY2023 Projected	FY2024 Projected	FY2025 Projected
REVENUES:								
Revenue	2,196,786	2,504,400	2,775,614	3,031,454	3,063,045	3,063,045	3,063,045	2,984,829
Rate Increase per 2017 Strategic Parking Plan	-	-	-	-	-	642,465	668,595	668,595
Transfer: Sears Block TIF District	223,910	223,910	225,144	223,854	224,718	222,321	220,516	220,822
Transfer: School Street Reserve	10,500	10,500	10,500	131,045	131,045	131,045	131,045	131,045
Transfer: General Fund	40,706	40,706	38,099	40,014	100,240	105,564	95,647	101,777
Transfer: Trust	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenues	2,471,902	2,779,516	3,049,358	3,426,367	3,519,047	4,164,440	4,178,848	4,107,067
EXPENDITURES:								
O&M Expenses	1,425,565	1,213,773	1,610,087	1,943,768	2,014,741	2,196,945	2,194,477	2,335,271
Overhead	106,070	106,070	107,263	110,221	113,268	116,405	119,635	122,961
Transfer to Trust	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500
Capital Improvement Program								
Capital Transfer	30,000	30,000	6,000	7,000	14,500	66,000	48,000	19,000
Bonds	330,000	330,000	1,735,000	3,385,000	355,000	150,000	-	705,000
Debt Service								
Existing Debt Service	955,615	955,615	1,190,705	1,154,999	1,071,060	1,024,869	981,149	965,647
Authorized Un-Issued Debt Service	-	-	-	39,288	38,128	36,968	35,808	34,648
Future Debt Service Estimate	-	-	-	215,467	602,977	633,041	637,846	619,362
Total Expenditures	2,527,750	2,315,958	2,924,555	3,481,243	3,865,174	4,084,727	4,027,414	4,107,388
Projected Net	(55,848)	463,558	124,803	(54,875)	(346,126)	79,713	151,433	(321)
FUND POSITION:								
Beginning Working Capital	3,761	3,761	467,319	592,122	537,247	191,120	270,833	422,267
Ending Working Capital	(52,087)	467,319	592,122	537,247	191,120	270,833	422,267	421,946
Fund Balance Fiscal Policy Goal 10% of Expenses	252,775	231,596	292,455	348,124	386,517	408,473	402,741	410,739

Airport Fund Pro Forma FY 2019-2025

	FY19 Budget	FY19 Estimate	FY20 Request	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected	FY25 Projected
REVENUES:								
Leases and Operations:	365,199	358,713	362,378	366,187	370,043	373,948	377,901	381,905
Total Revenues	365,199	358,713	362,378	366,187	370,043	373,948	377,901	381,905
EXPENDITURES:								
O&M Expenses:	344,708	324,132	334,731	344,770	358,560	374,700	393,440	413,110
Overhead:	42,804	42,804	44,034	45,360	46,720	48,590	50,780	53,070
CIP :								
Capital Transfer	25,556	25,556	12,500	-	11,400	74,732	-	42,084
Bonded CIP	-	-	218,120	-	60,000	-	177,778	147,778
Debt Service:								
Future Debt Service Estimate				22,176	21,667	27,258	26,609	44,923
Existing Debt Service Estimate	32,840	32,840	53,500	50,088	43,488	37,088	30,788	29,738
Total Expenditures	445,908	425,332	444,765	462,394	481,835	562,368	501,617	582,925
Projected Net	(80,709)	(66,619)	(82,387)	(96,207)	(111,792)	(188,420)	(123,715)	(201,020)
FUND POSITION:								
Beginning Working Capital	519,402	519,402	452,783	370,396	274,189	162,398	(26,023)	(149,738)
Ending Working Capital	438,693	452,783	370,396	274,189	162,398	(26,023)	(149,738)	(350,758)
10% of Expenses	44,591	42,533	44,477	46,239	48,183	56,237	50,162	58,292

Golf Fund Pro Forma
FY2019 - FY2025

REVENUES:		FY19	FY19	FY20	FY21	FY22	FY23	FY24	FY25
		Budget	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Sales and Operations	Camps	26,324	22,110	30,489	30,794	31,102	31,724	32,358	33,006
	Seasonal Passes	225,225	200,000	205,400	205,400	207,454	211,603	215,835	220,152
	Daily Fees League & Tournament Fees	360,000	345,110	350,000	357,000	364,140	371,423	378,851	386,428
	Cart Rental	155,000	152,760	156,400	161,092	164,314	167,600	170,952	174,371
	Handicapping	6,000	7,000	7,000	7,070	7,141	7,212	7,284	7,357
	Driving Range	55,000	47,000	50,004	51,004	52,024	53,065	54,126	55,208
	Golf Simulator Revenue	65,000	74,950	75,000	76,500	78,030	79,591	81,182	82,806
	Investment Income	250	10	-	-	-	-	-	-
	Concession Income	42,000	42,000	42,000	43,250	44,000	45,760	47,590	49,494
	Advertising Revenue: Scorecard and Tee Signs	10,000	3,500	3,500	20,000	20,000	20,000	20,000	20,000
	Miscellaneous	-	20	-	-	-	-	-	-
	Pro Shop Sales Pro Shop Sales-Rentals & Other	126,000	118,090	122,000	125,660	128,173	130,737	133,351	136,018
	Transfer In-General Fund	-	-	50,251	41,610	53,615	43,317	58,802	62,556
	Other	-	3,450	-	-	-	-	-	-
	Total Revenues	1,070,799	1,016,000	1,092,044	1,119,380	1,149,993	1,162,031	1,200,333	1,227,397
EXPENDITURES:									
	O&M Expenses	948,894	960,330	996,844	1,016,781	1,037,116	1,078,601	1,116,352	1,138,679
	Overhead	76,650	76,650	300	300	311	311	321	328
Capital Program	Transfer to CIP	-	-	-	-	25,000	-	-	-
	Authorized Unissued Debt			3,000					
	Bonded CIP Program			80,000	135,000	125,000	45,000	120,000	120,000
Debt Service	Future Debt Service Estimate				8,438	23,322	36,678	40,727	53,025
	Existing Debt Service Schedule	95,530	95,530	94,900	93,861	64,244	46,441	42,933	35,365
	Total Expenditures	1,121,074	1,132,510	1,092,044	1,119,380	1,149,993	1,162,031	1,200,333	1,227,397
	Projected Net	(50,275)	(116,510)	-	-	-	-	-	-
FUND POSITION:									
	Adjusted Beginning Working Capital	10,765	10,765	(105,745)	(105,745)	(105,745)	(105,745)	(105,745)	(105,745)
	Ending Working Capital	(39,510)	(105,745)						
	10% of expenses	112,107	113,251	109,204	111,938	114,999	116,203	120,033	122,740

Arena Fund Pro Forma
FY2019 - FY2025

	FY 19 Budget	FY 19 Estimate	FY 20 Request	FY 21 Projected	FY 22 Projected	FY 23 Projected	FY 24 Projected	FY 25 Projected
REVENUES:								
Sale and Operations	614,995	660,925	666,200	676,859	683,628	690,464	697,369	704,342
Winter Ice Prime Rate/Hr	260	260	265	265	268	270	273	276
Winter Ice Non-Prime Rate/Hr	190	190	194	194	198	200	208	208
Winter In HS Games Rate /Hr	270	270	273	273	278	281	292	292
Transfer In-GF (Share of Debt)								
Total Revenues	614,995	660,925	666,200	676,859	683,628	690,464	697,369	704,342
EXPENDITURES:								
O&M Expenses	502,239	480,642	515,699	526,010	536,530	547,260	558,200	569,400
Overhead	69,123	69,123	66,497	69,157	71,923	74,800	77,792	80,904
Capital Program								
Capital Transfer	32,100	32,100	-	-	-	-	-	-
Bonded CIP	3,000	3,000	-	260,000	175,000	-	650,000	100,000
Debt Service								
Prior Year CIP Debt Service	-			290	29,027	18,079	-	77,946
Future Debt Service Estimate	-			290	29,317	47,396	44,509	122,454
Existing Debt Service	74,450	74,450	65,700	63,860	57,110	55,560	54,260	44,060
Total Expenditures:	677,912	656,315	647,896	659,317	694,880	725,016	734,761	816,818
Projected Net	(62,917)	4,610	18,304	17,542	(11,253)	(34,552)	(37,392)	(112,476)
FUND POSITION:								
Beginning Working Capital	263,080	263,080	267,690	285,994	303,536	292,284	257,731	220,339
Ending Working Capital	200,163	267,690	285,994	303,536	292,284	257,731	220,339	107,864
10% of expenses	67,791	65,632	64,790	65,932	69,488	72,502	73,476	81,682

Solid Waste Fund Pro Forma
FY2019 - FY2025

	FY19 Budget	FY 19 Estimate	FY20 Request	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected	FY 25 Projected
REVENUES:								
MV Waste & HHW Recycling	99,536	103,400	100,116	101,117	102,128	103,150	104,181	105,223
PAYT	1,618,900	1,716,131	1,657,440	1,633,696	1,651,189	1,668,946	1,686,968	1,705,260
Commercial & Other	1,641,035	1,425,450	1,638,137	1,662,709	1,687,650	1,712,964	1,738,659	1,764,739
Transfer In-GF	1,051,813	1,020,113	1,062,588	1,162,332	1,191,390	1,221,175	1,251,704	1,282,997
Other	300	300	300	300	300	300	300	400,300
Total Revenues	4,411,584	4,265,394	4,458,581	4,560,153	4,632,657	4,706,534	4,781,812	5,258,519
EXPENDITURES:								
Closed Landfills	63,428	74,394	87,545	90,171	92,876	95,663	98,533	101,489
Recycling Collections	1,111,304	1,100,266	1,133,982	1,162,332	1,191,390	1,221,175	1,251,704	1,682,997
PAYT/Refuse	1,542,441	1,549,205	1,644,225	1,693,552	1,744,358	1,796,689	1,850,590	1,956,107
Commercial & Other	1,641,385	1,433,964	1,646,167	1,687,321	1,729,504	1,772,742	1,817,060	1,862,487
Capital Program								
Capital Transfer	10,000	10,000						
Bonded CIP			-	-	-	-	-	125,000
Debt Service								
Future Debt Service Estimate				-	-	-	-	-
Existing Debt Service Schedule	28,140	28,140	27,420	23,682	21,042	20,532	20,122	18,642
Total Expenditures	4,396,698	4,195,969	4,539,339	4,657,058	4,779,171	4,906,800	5,038,009	5,621,721
Projected Net	14,886	69,425	(80,758)	(96,904)	(146,514)	(200,266)	(256,197)	(363,203)
FUND POSITION:								
Beginning Working Capital	1,439,605	1,439,605	1,509,030	1,428,272	1,331,368	1,184,854	984,588	728,391
Projected Net	14,886	69,425	(80,758)	(96,904)	(146,514)	(200,266)	(256,197)	(363,203)
Ending Working Capital	1,454,491	1,509,030	1,428,272	1,331,368	1,184,854	984,588	728,391	365,188
10% of expenses	439,670	419,597	453,934	465,706	477,917	490,680	503,801	562,172

Water Fund Pro Forma
FY2019 - FY2025

	FY19 Budget	FY 19 Estimate	FY20 Request	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected	FY 25 Projected
REVENUES:								
Sales and Operations	4,764,850	4,616,200	4,719,660	4,843,550	5,011,991	5,185,937	5,365,923	5,552,155
Fixed Rate	1,295,000	1,295,000	1,295,000	1,301,475	1,307,982	1,314,522	1,321,095	1,327,700
Services	87,500	114,000	105,000	108,150	111,395	114,736	118,178	121,724
Investment Fees	20,000	30,000	20,000	20,000	20,000	20,000	20,000	20,000
Reimbursements	40,160	38,910	39,940	40,739	41,961	43,220	44,516	45,852
Other	87,650	131,568	108,800	113,152	117,678	122,385	127,281	132,372
Total Revenues	6,295,160	6,225,678	6,288,400	6,427,066	6,611,007	6,800,801	6,996,993	7,199,803
Anticipated Revenue from Increases			-	169,524	175,420	181,508	187,807	166,565
Net from October Rate Change			-	127,143	131,565	136,131	140,855	124,923
Rate Increase			0.00%	3.50%	3.50%	3.50%	3.50%	3.50%
EXPENDITURES:								
O&M Expenses	2,928,368	2,832,615	2,967,088	3,056,101	3,147,784	3,242,217	3,339,484	3,439,668
Overhead	861,300	861,300	857,582	883,309	909,809	937,103	965,216	994,173
Capital Outlay	119,000	141,010	119,000	119,000	119,000	119,000	119,000	123,000
Capital Program								
Capital Transfer	192,375	192,375	194,375	156,750	175,750	186,250	189,750	214,750
Transfer to Trust	235,000	235,000	245,000	220,000	220,000	220,000	220,000	220,000
Bonded CIP		791,700	4,410,000	2,002,500	1,045,000	770,000	1,640,000	3,410,000
Debt Service								
Prior Year CIP Debt Service				568,981	167,640	85,345	59,025	170,539
Future Debt Service Estimate				568,981	736,621	821,966	880,990	1,051,529
Existing Debt Service Schedule	2,086,580	2,082,424	1,961,200	1,856,293	1,742,305	1,672,623	1,596,366	1,543,575
(Gain) Loss on Refunding								
Total Expenditures	6,422,623	6,344,724	6,344,245	6,860,434	7,051,268	7,199,159	7,310,806	7,586,694
Projected Net	(127,463)	(119,046)	(55,845)	(433,368)	(440,261)	(398,358)	(313,813)	(386,891)
FUND POSITION:								
Beginning Working Capital	3,765,385	3,765,385	3,646,339	3,590,494	3,157,126	2,716,865	2,318,507	2,004,694
Ending Working Capital	3,637,922	3,646,339	3,590,494	3,157,126	2,716,865	2,318,507	2,004,694	1,617,803
25% Operation Expenses	732,092	708,154	741,772	764,025	786,946	810,554	834,871	859,917
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%)	476,485	461,620	471,966	484,355	501,199	518,594	536,592	555,216
Target Working Capital	1,708,577	1,669,774	1,713,738	1,748,380	1,788,145	1,829,148	1,871,463	1,915,133

Wastewater Fund Pro Forma
FY 2019-2025

	FY19 Budget	FY 19 Estimate	FY20 Request	FY21 Projected	FY22 Projected	FY 23 Projected	FY 24 Projected	FY 25 Projected
REVENUES:								
Sales and Operations	6,521,960	6,262,434	6,738,979	7,204,829	7,701,058	8,231,396	8,798,270	9,404,267
Fixed Rate	563,100	513,100	506,100	311,161	314,273	317,415	320,589	323,795
Grants	234,350	46,740	234,304	237,974	234,304	130,152	127,903	122,280
Services	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Investment Fees	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Reimbursements	40,160	38,910	39,940	41,138	42,372	43,644	44,953	46,301
Other	101,690	181,897	139,690	143,881	148,197	152,643	157,222	161,939
Total Revenues	7,502,760	7,084,581	7,700,513	7,980,483	8,481,704	8,916,749	9,490,437	10,100,083
Anticipated Revenue from Increases			448,200	471,729	504,338	539,074	576,198	615,879
Net from October Rate Change			336,150	353,800	378,300	404,300	432,100	461,900
Rate Increase			7.00%	7.00%	7.00%	7.00%	7.00%	7.00%
EXPENDITURES:								
O&M Expenses	3,981,992	3,903,554	4,153,003	4,277,593	4,505,921	4,641,099	4,780,331	4,923,741
Overhead	1,095,684	1,095,684	1,081,708	1,114,159	1,147,584	1,182,012	1,217,472	1,253,996
Capital Outlay	58,000	58,000	58,000	58,000	58,000	58,000	58,000	60,000
Capital Program								
Capital Transfer	94,375	94,375	84,375	66,750	70,750	86,250	74,750	74,750
Transfer to Trust	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Bonded CIP	356,500	356,500	1,167,500	2,242,500	2,475,000	2,480,000	2,342,000	3,905,000
Debt Service								
Prior Year CIP Debt Service			-	158,995	235,690	270,420	261,278	236,998
Future Debt Service Estimate				158,995	394,685	665,104	926,382	1,163,380
Existing Debt Service Schedule	2,859,410	2,855,960	3,048,000	2,359,800	2,146,900	2,050,900	1,968,500	1,907,500
(Gain) Loss on Refunding								
Total Expenditures	8,264,461	8,182,573	8,589,632	8,210,297	8,498,839	8,858,364	9,200,435	9,558,367
Projected Net	(761,701)	(1,097,992)	(889,119)	(229,814)	(17,136)	58,385	290,002	541,716
FUND POSITION:								
Beginning Working Capital	4,356,419	4,356,419	3,446,041	2,556,922	2,327,108	2,309,972	2,368,357	2,658,359
Ending Working Capital	3,594,718	3,446,041	2,556,922	2,327,108	2,309,972	2,368,357	2,658,359	3,200,075
25% Operation Expenses	1,269,419	1,249,810	1,308,678	1,347,938	1,413,376	1,455,778	1,499,451	1,544,434
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%)	652,196	626,243	673,898	720,483	770,106	823,140	879,827	940,427
Target Working Capital	2,421,615	2,376,053	2,482,576	2,568,421	2,683,482	2,778,917	2,879,278	2,984,861