CITY OF CONCORD

OPERATING BUDGET
AND
CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2021

JULY 1, 2020 – JUNE 30, 2021

For the City of Concord, New Hampshire, as Adopted by the Concord City Council on June 15, 2020.

City Manager

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Finance Committee Budget Schedule

May 14	(Thursday)		Budget Delivery to City Council
May 18	(Monday)	5:30 PM	City Manager's Fiscal Year 2021 Budget Presentatio -Schedule -Transmittal Letter -Budget Summaries -Resolutions -General Fund Revenue Non Public Session
May 21	(Thursday)	5:30 PM	General Government (Administration) Public Safety -Police -Fire General Services
May 25	(Monday)		Holiday
May 28	(Thursday)	5:30 PM	Community Development Leisure Services -Library -Parks and Recreation Human Services Capital Improvement Program -TIF Districts -Capital
June 1	(Monday)	5:30 PM	Special Revenue Funds -Project Inspection -Parking -Airport -Conservation Property -Golf Course -Arena -Solid Waste Enterprise Funds -Water -Wastewater

continued on next page

Finance Committee Budget Schedule

June 4	(Thursday)	5:30 PM	Public Hearing (1 of 2) Committee Work Session
June 15	(Monday)	5:30 PM	Council Meeting Public Hearing (2 of 2) FY21 Budget Adoption

CITY OF CONCORD

New Hampshire's Main Street™

City Manager's Office

Thomas J. Aspell, Jr.
City Manager

May 14, 2020

Honorable Mayor and City Council:

It is my privilege to submit the Fiscal Year 2021 budget for your consideration. At the time of this submittal, our City and the world are facing unprecedented uncertainty relative to the containment and prevention of COVID-19 which has taken a significant, albeit not yet completely understood, toll on the local, state, and national economies. Despite this challenge, the City of Concord has continued to provide essential services to our community such as public safety, building and trade inspections, water and waste water treatment, solid waste collection, and recycling.

The consensus among leading scientific and health policy experts is that COVID-19 will remain a threat until a broad-based vaccination program can be developed. The City's steps to date to contain the spread of this virus have included greater use of online/electronic media for payments, motor vehicle registrations, applications, and inspections as well as increased use of remote staffing and "virtual" meetings. Unfortunately, we have also had to temporarily close or curtail services such as the Library, in-person recreational programming including the golf course, occupied housing inspections, and the use of our community playgrounds. We have discovered that this new "reality", while not ideal, has allowed the City to maintain productivity in our core functions.

The Fiscal Year 2021 budget projects a return to a sense of normalcy (from the current state of emergency restrictions) with restored services across the board, although delivered in a potentially different format. It is critical to note, however, that this budget, perhaps more than any other I have submitted to City Council in my tenure, is subject to a fair amount of unknowns, particularly the knowledge of the true depth of losses in essential revenue streams such as property taxes, rooms and meals tax, motor vehicle registration, etc. I have tried to

temper this potential impact by taking a conservative approach, but that method is based on the information we have available today, which will change. The Finance Department and I will monitor the City's revenues and expenses very closely and will keep the Fiscal Policy Advisory Committee and City Council updated throughout the year.

Fiscal Year 2020 in Review

Thanks to the City Council's long-term fiscal planning and to proactive and responsive changes made in Fiscal Year 2020, Concord is in a position to weather the COVID-19 challenge better than most places. That said, we fully anticipate that Concord will not be spared the full impact of this phenomenon with projected increases in unemployment as well as anticipated reductions in key municipal revenues.

One of the successes of this last year that has helped position the City to be on sounder fiscal and operating footing in the long term was the negotiation of new collective bargaining agreements with 5 of the City's unions: CPSA, CPPA, AFSCME; UAW; and IAFF. These agreements addressed significant issues for the City. In the Police Department, we implemented a new wage scale to allow us to more directly compete with the larger departments in the state to address a chronic shortage of officers. All of the contracts also moved the City toward the use of a high deductible health insurance plan that will better safeguard the City from rising health care costs going forward.

The City of Concord has an audited, unassigned fund balance of 19.0% exceeding City Council's goal of 18.5%. We also hold a AA+ bond rating that places us among the most trusted institutions to manage the public's dollars. These sound fiscal practices have afforded us the ability to project ending Fiscal Year 2020 in a reasonable financial position while many other institutions and governments may be facing dire budgetary shortfalls. Of course, we have also made responsible financial adjustments to contain costs in light of the Governor's state of emergency. These measures have included eliminating all employee travel and training, implementing a targeted hiring freeze, and temporarily reducing staffing in areas where services no longer could be offered. It is my hope that we can re-establish these practices once we have a better understanding of the external fiscal influences on our organization.

Despite the impact of COVID-19 on the last three months of the fiscal year, Fiscal Year 2020 still had several highlights. Property values from new construction exceeded projections by $15.1 million, the municipal tax rate was $.03 less than expected when the budget was approved, and we doubled the amount of street paving dollars from Fiscal Year 2019. Perhaps the most important achievement in Fiscal Year 2020 was the manner in which our City employees built upon a culture of continuous improvement and cost management to keep our organization

working during these last few extremely challenging months. Much of our City operations have continued without a drop in productivity. I am very proud of our team.

Fiscal Year 2021

The Fiscal Year 2021 budget I present to you is a carefully considered response to the unprecedented global economic situation in which we find ourselves. This budget reflects the City Council's priorities, funds all services currently provided, and does so with a 0% tax rate increase. To accomplish this, this budget relies on the following:

- $1.5 million in unassigned fund balance usage
- $300,000 in managed attrition
- 67.4% reduction in program change requests compared to Fiscal Year 2020
- $1.4 million reduction in the General Fund appropriation of the Capital Program

This marks the first time in 12 years that a "balanced" budget will not be achieved, as this proposal recommends using $1.5 million in unassigned fund balance to help offset any tax rate increase. It is my sincere hope to work with City Council and the Fiscal Policy Advisory Committee to mitigate the use of fund balance in the future through targeted measures. However, it is imperative to recall that the unassigned fund balance is a product of the City's planned financial strength, and its use in an emergency such as the COVID-19 crisis is clearly justified. City Council is to be commended for having maintained this fund balance level; many other communities were not as forward looking and now may be contemplating overwhelming financial challenges.

As noted above, I am also proposing a more conservative approach to funding new operational and capital expenditures. The Fiscal Year 2021 budget includes 67.4% less in new operational expenses (program change requests) as compared to Fiscal Year 2020. General Fund proposed appropriations for the Capital Improvement Program are also reduced by $1.4 million. This year I am proposing a smaller set of capital projects be appropriated with the budget and putting aside a number of other projects for City Council's consideration during the upcoming fiscal year once we have a clearer picture of impacted revenues.

In the Water fund, I am proposing a 0% rate increase. The Wastewater fund, however, has to make significant capital upgrades and operational changes due to new PFAS regulations to include the absorption of a $770,000 expenditure for sludge disposal. These costs will require an 8.25% rate increase. No bag price increase is proposed in the Solid Waste Fund.

A sum of all funds in the Fiscal Year 2021 budget will show a $2.7 million reduction compared to last year's adopted budget.

As we do every year, the Finance Department and I will be closely monitoring the City's budget throughout the coming months. This year, however, we will be increasingly attentive to the following revenue streams that are most likely to show fluctuations due to the COVID-19 economic repercussions:

- Property Tax Collections
- Rooms & Meals Tax
- Highway Block Grant Funds
- Motor Vehicle Registrations
- Investment Income
- Recreation revenues
- Ambulance charges
- Golf revenues

We will provide regular reports to the Fiscal Policy Advisory Committee on any changes to these sources as well as to other special revenue funds. We will have plans in place to address substantive deviations that could impact the Fiscal Year 2021 budget and will prepare recommendations to City Council for necessary mid-year adjustments.

Alignment with City Council Priorities and Goals

As mentioned earlier, this budget reflects the City Council's priorities and goals to the greatest degree possible. While I am not able to explicitly meet Goal #1 of a "balanced" budget, the recent advances made in our collective bargaining agreements will significantly help to contain health insurance costs; a critical element to this objective. The new wage scale in the CPPA agreement should greatly aid in recruitment, helping to meet Goal #3 relative to public safety work. The proposed Fiscal Year 2021 capital program, despite this year's more conservative approach, still seeks to enhance tax base and improve neighborhood streets (Goal #2 and On-going Initiative #2). In the area of sustainability (Goal #7), we continue to make significant inroads. Over the last fiscal year, the Council adopted a solar ordinance and funded the hiring of a sustainability fellow. In Fiscal Year 2021, we plan to install a solar array at the Wastewater Treatment Plant and expect to replace 2,090 of Concord's street lights with LED fixtures.

One item that City Council discussed at its priority-setting session in February, the creation of what I am calling a Project Coordinator position, was not possible. Prior to the effects of COVID-19, I was prepared to fund that new position in the budget. However, the current state of emergency and its still undefined impacts on the City's revenues did not leave me with a level of comfort sufficient to support including it at this time.

Budget Document Changes

Beginning with this FY 2021 Budget submittal, I am presenting you with a new "Budget in Brief" document. This document graphically illustrates, in an easy to read fashion, what historically would be presented in the text details of a lengthy transmittal letter. This Budget in Brief can function as a stand-alone document which you can share with your constituents and will be placed on the City's website and social media channels as a quick reference to the City and its finances.

In conclusion, I'd like to sincerely thank and commend the Finance Department's Office of Management and Budget, and all City departments for the effort undertaken to prepare what I am confident will be another award-winning budget document for City Council's review.

Sincerely,

Thomas J. Aspell, Jr.
City Manager

City of Concord

Fiscal Year 2021

Budget in Brief (Adopted)

BUDGET IN BRIEF

AA+

S&P Bond Rating

Certificate of Achievement for Excellence in Financial Reporting - 25th Year

Distinguished Budget Presentation Award - 5th Year

As stewards of taxpayer dollars, the City of Concord hopes you will find this document helpful. This Budget in Brief is intended to provide an overview of the City's adopted budget.

This budget represents a carefully considered response to the global and unprecedented economic situation caused by COVID-19. While its full impact will not be known for some time, we are continuing to look ahead and plan for the future.

City of Concord budget details are available online at concordnh.gov.

TOTAL BUDGET OVERVIEW

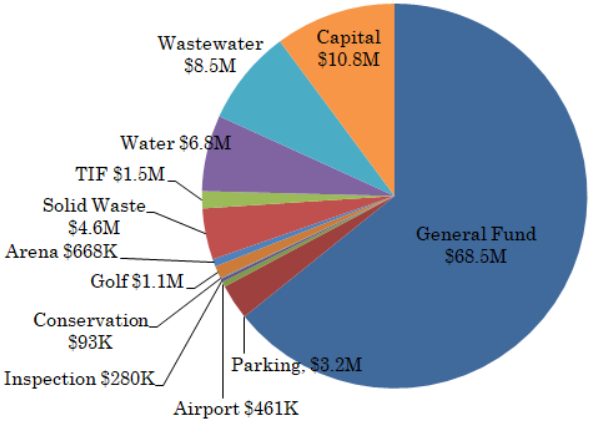
The adopted FY21 budget has a 0% increase on the tax rate.

FY20 Adopted Budget*: $109.2 million

FY21 Adopted Budget*: $106.6 million

$2.6 million year to year decrease

***Includes CIP (Capital Improvement Projects)**



Property Tax Rates

CONCORD: $27.78

School	City	County
$15.31	$9.77	$2.70

PENACOOK: $34.10

School	City	County
$21.63	$9.77	$2.70

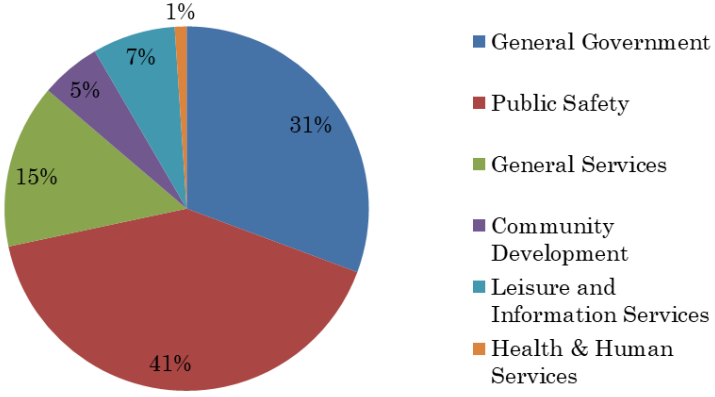
What Do City Taxes Pay For?

31%	30%	22%	17%
Fire	Police	General Services	Debt Service

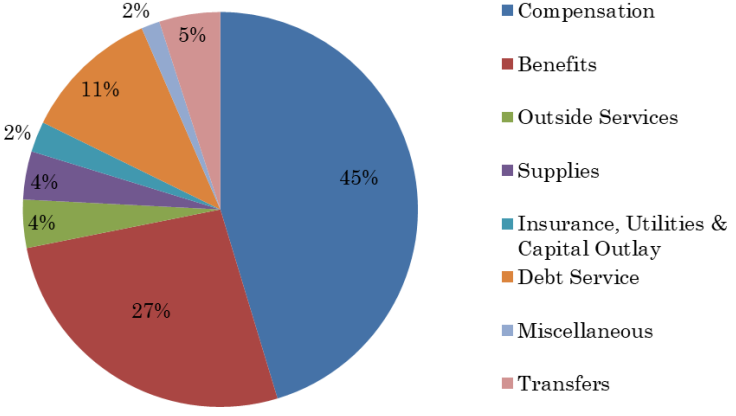
GENERAL FUND OVERVIEW

$68.5 MILLION

General Fund Expenses By Function



General Fund Expenses By Category



BUDGET TO BUDGET GENERAL FUND COMPARISON

FISCAL YEAR 2020 TO FISCAL YEAR 2021

Notable Budget Increases:

WAGES: $610K

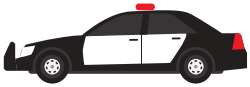
BENEFITS: $385K

DEBT SERVICE: $390K

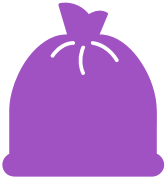
USE OF UNASSIGNED FUND BALANCE: $1.5 million

Notable items in the FY 21 budget:

NEW FIRE ENGINE: $695K

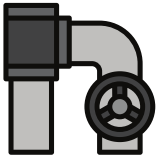


FOUR NEW POLICE CRUISERS: $130K



NO PAY AS YOU THROW BAG INCREASE

NO WATER RATE INCREASE (0%)



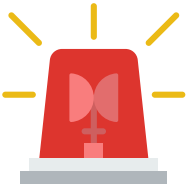
8.25% WASTEWATER RATE INCREASE

LEVEL FUNDING FOR SOCIAL SERVICES

NEW DEBT SERVICE

Principal and interest payments on bonds issued by the City to fund Capital Projects

FY21 Increase $390K



PUBLIC SAFETY: $186K

STORMWATER IMPROVEMENTS: $70K

GOLF COURSE GROUNDS IMPROVEMENT: $45K

GENERAL VEHICLE & EQUIPMENT REPLACEMENT: $88K

NEIGHBORHOOD STREET PAVING PROGRAM

The City of Concord invested $4 million in paving in FY20:

- $2.1 million (CIP 78)
- $1.0M (Supplemental, July 2019)
- $749K (Supplemental, March 2020)
- $187K (Supplemental, pending, May 2020)

FY21: $2.2 million
($162,000 Increase in Paving CIP)

Annual Transfer from the General Fund to the Highway Reserve:

- FY20: $1.2 million
- FY21: $1.3 million

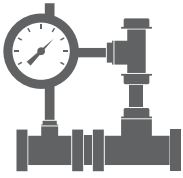
$113K Increase in Transfer to Highway Reserve

CAPITAL IMPROVEMENT PROJECTS

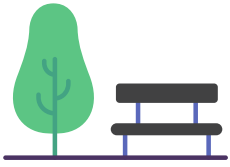
Washington St. Bridge: $848K

Parking meters: $850K

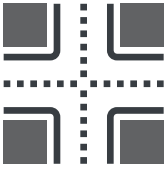
Water main replacement: $798K



Sewer pump station: $631K



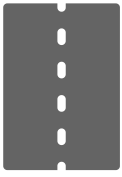
Penacook riverfront park: $1.4 million



North Main/Storrs St. intersection: $371K

General Services vehicle replacement: $1.0 million

City-wide recreational facility improvements: $860K

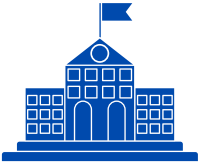


Storrs St. North: $9.3 million

SAFEGUARDING OUR CITY ORGANIZATION FROM COVID-19

City following CDC & State of NH Public Health Guidelines

Use of personal protection equipment; enhanced sanitization; remote/staggered staffing

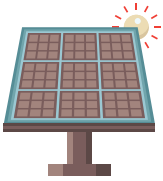


Safety-oriented business protocols; retrofitting of public spaces in City buildings

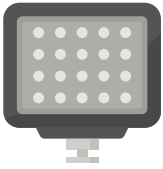
Increased monitoring of City revenues and expenses

SUSTAINABILITY INITIATIVES

FISCAL YEAR 2021



Solar array at the Wastewater Treatment Plant



2,090 new LED street lights

Sustainability fellow

Water & wastewater energy efficiency

CONCORD AT A GLANCE

80+ miles of trails

56K calls for service/responses for Police & Fire (2019)

220 miles of roads

300K circulation items from Concord libraries (2019)

230+ acres of parks

2019 PLAN NH Merit Awards, Excellence for Planning, Design, and/or Development: City Wide Community Center & Downtown Complete Streets Project

9th "Best State Capital to Live In," WalletHub (2020)

LOOKING FORWARD

In Fiscal Year 2021, the City of Concord will continue to strive for excellence by providing outstanding customer service, ensuring that our residents, visitors, and staff are safe, and executing a robust capital improvement program with a goal of maximizing our community's quality of life.

Concurrently, Concord will be reinventing the delivery of City services in response to this pandemic and any potential future pandemics. In conjunction with the Fiscal Policy Advisory Committee and City Council, we will also be developing solutions to the economic crisis as it develops or abates.

Budget Summary

Revenue by Function	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
General Fund					
General Government	$56,219,090	$59,947,605	$60,766,951	$59,688,287	$60,876,064
Public Safety	$3,779,549	$3,814,278	$3,751,367	$3,704,005	$3,787,794
General Services	$919,532	$859,139	$893,314	$896,014	$930,740
Community Development	$1,971,405	$1,641,355	$1,642,575	$1,766,123	$1,327,205
Leisure and Information Servic	$943,608	$1,504,353	$1,488,543	$1,273,403	$1,565,850
Health	$26,300	$9,162	$10,000	$10,500	$10,000
Sub Total	**$63,859,485**	**$67,775,892**	**$68,552,750**	**$67,338,333**	**$68,497,653**
Special Revenue Funds					
Inspection	$380,751	$414,721	$363,550	$441,730	$291,200
Parking	$1,948,623	$2,938,120	$3,049,358	$2,482,715	$3,069,699
Airport	$354,333	$365,791	$362,378	$361,452	$375,110
Conservation Property	$62,676	$72,756	$114,991	$79,886	$92,792
Golf	$1,042,149	$1,116,887	$1,099,144	$910,603	$1,130,751
Arena	$629,449	$669,936	$671,700	$651,852	$680,600
Solid Waste	$4,285,287	$4,320,407	$4,458,581	$4,102,070	$4,416,452
Sub Total	**$8,703,268**	**$9,898,619**	**$10,119,702**	**$9,030,308**	**$10,056,604**
Enterprise Funds					
Water	$6,265,362	$6,281,911	$6,288,400	$6,167,625	$6,381,560
Wastewater	$7,511,157	$7,397,648	$7,975,513	$7,520,490	$8,127,654
Sub Total	**$13,776,518**	**$13,679,559**	**$14,263,913**	**$13,688,115**	**$14,509,214**
Capital and Other Funds					
Capital Projects	$13,283,674	$13,721,908	$16,239,557	$16,239,557	$10,844,504
North End Opp Cor TIF District	$505,839	$514,420	$512,240	$507,942	$494,675
Sears Block TIF District	$1,081,751	$1,105,022	$1,140,740	$1,214,660	$1,233,900
Penacook Village TIF District	$60,328	$60,733	$557,625	$596,181	$149,735
Sub Total	**$14,931,591**	**$15,402,083**	**$18,450,162**	**$18,558,340**	**$12,722,814**
Total Revenue	**$101,270,863**	**$106,756,152**	**$111,386,527**	**$108,615,096**	**$105,786,285**

Note: Starting in Fiscal Year 2020, the Golf, Arena, and Solid Waste funds, which were previously classified as Enterprise funds, are classified as Special Revenue funds.

Budget Summary

Expense by Function	**2018 Actual**	**2019 Actual**	**2020 Budgeted**	**2020 Estimated**	**2021 Budget**
General Fund					
General Government	$19,499,197	$21,572,648	$22,115,204	$21,359,210	$21,049,081
Public Safety	$26,048,782	$27,004,637	$27,323,703	$27,097,962	$28,051,162
General Services	$9,246,461	$9,507,779	$9,756,766	$9,479,121	$9,978,764
Community Development	$3,277,834	$3,346,215	$3,572,629	$3,629,852	$3,662,560
Leisure and Information Servic	$4,645,334	$4,858,327	$5,088,255	$4,814,736	$5,037,881
Health	$622,667	$658,686	$696,193	$654,924	$718,205
Sub Total	**$63,340,276**	**$66,948,292**	**$68,552,750**	**$67,035,805**	**$68,497,653**
Special Revenue Funds					
Inspection	$354,324	$422,423	$359,109	$508,260	$279,502
Parking	$2,096,359	$2,265,938	$2,924,555	$2,743,733	$3,171,675
Airport	$373,157	$409,833	$444,765	$427,632	$461,327
Conservation Property	$87,086	$72,066	$114,991	$84,844	$92,792
Golf	$1,042,421	$1,116,885	$1,099,144	$1,075,853	$1,130,751
Arena	$588,765	$674,436	$653,396	$677,223	$668,245
Solid Waste	$4,038,615	$4,089,494	$4,539,339	$4,464,616	$4,582,662
Sub Total	**$8,580,729**	**$9,051,075**	**$10,135,299**	**$9,982,161**	**$10,386,954**
Enterprise Funds					
Water	$5,956,541	$6,244,799	$6,344,245	$6,316,933	$6,806,207
Wastewater	$7,696,592	$8,059,080	$8,864,632	$8,539,095	$8,538,963
Sub Total	**$13,653,133**	**$14,303,879**	**$15,208,877**	**$14,856,028**	**$15,345,170**
Capital and Other Funds					
Capital Projects	$13,283,674	$13,721,908	$16,239,557	$16,239,557	$10,844,504
North End Opp Cor TIF District	$204,105	$207,839	$236,733	$236,733	$244,985
Sears Block TIF District	$961,556	$981,272	$1,085,245	$1,083,255	$1,231,445
Penacook Village TIF District	$51,009	$51,516	$555,330	$554,300	$58,095
Sub Total	**$14,500,344**	**$14,962,535**	**$18,116,865**	**$18,113,845**	**$12,379,029**
Total Expense	**$100,074,481**	**$105,265,781**	**$112,013,791**	**$109,987,839**	**$106,608,805**

Budget Summary

Revenue by Classification		2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
General Fund						
Property Taxes		$38,180,141	$41,727,954	$41,874,229	$41,940,000	$42,194,952
Other Taxes		$731,123	$751,442	$756,332	$792,048	$808,479
Intergov Revenue		$4,830,878	$4,114,907	$4,873,807	$4,887,140	$4,861,248
Rental Income		$210,486	$228,486	$285,743	$196,938	$285,940
Fines and Penalties		$596,870	$778,425	$518,500	$559,470	$566,500
Licenses and Permits		$1,587,137	$1,308,046	$1,334,040	$1,438,770	$988,480
Investment Income		$532,695	$895,936	$700,000	$610,000	$390,000
Donations		$38,615	$49,625	$47,500	$46,700	$48,200
Transfer In		$3,815,184	$4,124,046	$4,048,333	$4,006,347	$3,964,400
Use of Fund Bal/RE		$0	$0	$1,107,100	$0	$1,500,000
Motor Vehicle Reg		$7,141,635	$7,288,755	$7,081,994	$7,000,000	$7,000,000
Dept Service Charges		$3,575,575	$3,756,764	$3,568,677	$3,458,449	$3,603,259
Retiree Health Reimb		$1,411,249	$1,449,900	$1,409,670	$1,334,900	$1,338,680
Other Revenue		$1,207,896	$1,301,604	$946,825	$1,067,570	$947,515
	Sub Total	**$63,859,485**	**$67,775,892**	**$68,552,750**	**$67,338,333**	**$68,497,653**
Special Revenue Funds						
Intergov Revenue		$71,934	$72,071	$71,491	$76,541	$76,541
Rental Income		$1,475,585	$1,606,647	$1,611,733	$1,606,376	$1,611,800
Fines and Penalties		$320,805	$404,848	$633,436	$353,170	$558,667
Licenses and Permits		$97,573	$109,283	$98,700	$102,100	$90,700
Investment Income		$13,968	$23,642	$10,300	$18,850	$13,500
Transfer In		$1,321,704	$1,355,569	$1,422,963	$1,407,363	$1,487,708
Use of Fund Bal/RE		$0	$0	$25,500	$0	$25,000
Dept Service Charges		$518,588	$550,048	$520,989	$553,877	$456,485
Parking-Metered		$831,474	$1,398,459	$1,464,874	$1,141,640	$1,462,750
SW Commercial Sales		$1,428,274	$1,384,674	$1,637,437	$1,389,960	$1,598,808
SW Residential Sales		$1,561,026	$1,669,045	$1,577,325	$1,464,381	$1,576,725
Golf Permit and Fees		$533,896	$537,432	$535,400	$435,500	$550,170
Pro Shop Sales		$404,700	$484,567	$457,404	$410,203	$498,050
Other Revenue		$123,741	$302,335	$52,150	$70,347	$49,700
	Sub Total	**$8,703,268**	**$9,898,619**	**$10,119,702**	**$9,030,308**	**$10,056,604**

Budget Summary

Revenue by Classification (continued)	**2018 Actual**	**2019 Actual**	**2020 Budgeted**	**2020 Estimated**	**2021 Budget**
Enterprise Funds					
Intergov Revenue	$56,026	$50,360	$234,304	$243,000	$234,304
Rental Income	$3,587	$3,587	$4,190	$4,190	$4,190
Fines and Penalties	$53,500	$55,210	$58,000	$52,755	$58,000
Licenses and Permits	$1,125	$1,125	$1,500	$0	$1,500
Investment Income	$159,030	$268,364	$180,000	$197,440	$180,000
Capital Contribution	$53,216	$74,464	$60,000	$95,800	$60,000
Use of Fund Bal/RE	$0	$0	$275,000	$0	$0
Dept Service Charges	$326,358	$304,755	$255,600	$252,633	$303,100
Water Sales	$5,808,267	$5,755,524	$5,889,660	$5,716,770	$5,923,700
Wastewater Sales	$7,214,316	$6,977,736	$7,221,979	$7,005,320	$7,637,000
Retiree Health Reimb	$88,388	$79,485	$79,880	$89,780	$103,120
Other Revenue	$12,705	$108,947	$3,800	$30,427	$4,300
Sub Total	**$13,776,518**	**$13,679,559**	**$14,263,913**	**$13,688,115**	**$14,509,214**
Capital and Other Funds					
Capital Projects	$13,283,674	$13,721,908	$16,239,557	$16,239,557	$10,844,504
Property Taxes	$1,628,953	$1,637,987	$1,684,805	$1,758,463	$1,862,010
Investment Income	$18,964	$42,188	$29,000	$61,220	$14,000
Other Revenue	$0	$0	$496,800	$499,100	$2,300
Sub Total	**$14,931,591**	**$15,402,083**	**$18,450,162**	**$18,558,340**	**$12,722,814**
Total Revenue	**$101,270,863**	**$106,756,152**	**$111,386,527**	**$108,615,096**	**$105,786,285**

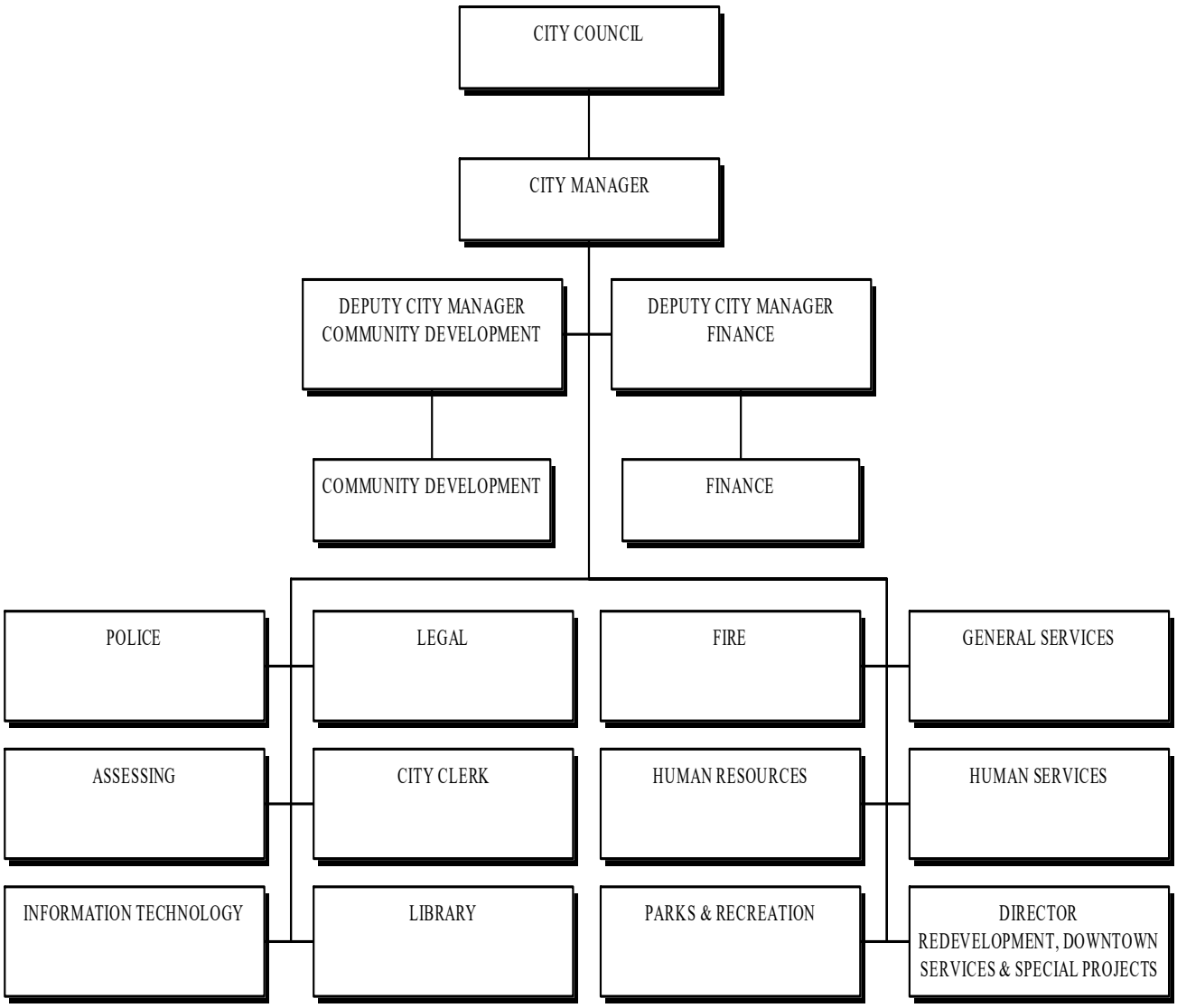
Budget Summary

Expense by Classification		**2018 Actual**	**2019 Actual**	**2020 Budgeted**	**2020 Estimated**	**2021 Budget**
General Fund						
Compensation		$28,254,044	$29,421,476	$30,415,626	$29,361,615	$31,019,334
Fringe Benefits		$16,880,056	$17,705,757	$17,813,480	$17,415,762	$18,164,543
Outside Services		$2,375,275	$2,503,024	$2,752,164	$2,692,730	$2,696,716
Supplies		$2,681,658	$2,599,661	$2,668,184	$2,634,450	$2,703,882
Utilities		$1,132,567	$1,213,206	$1,230,854	$1,229,430	$1,226,280
Insurance		$517,908	$495,224	$474,930	$468,236	$460,690
Capital Outlay		$99,776	$51,219	$60,810	$54,450	$25,700
Debt Service		$6,036,643	$6,935,810	$7,297,800	$7,297,800	$7,688,239
Miscellaneous		$894,299	$956,763	$1,075,330	$934,360	$1,090,330
Transfer Out		$4,468,051	$5,066,152	$4,763,572	$4,946,972	$3,421,938
	Sub Total	**$63,340,276**	**$66,948,292**	**$68,552,750**	**$67,035,805**	**$68,497,653**
Special Revenue Funds						
Compensation		$1,534,138	$1,514,844	$1,639,068	$1,664,294	$1,646,414
Fringe Benefits		$687,177	$685,808	$771,527	$723,149	$785,038
Outside Services		$4,222,198	$4,462,141	$5,096,567	$4,947,209	$5,088,758
Supplies		$331,576	$374,594	$422,309	$397,690	$424,610
Utilities		$203,821	$207,661	$202,320	$223,570	$219,530
Insurance		$46,495	$42,716	$40,289	$40,444	$38,500
Capital Outlay		$0	$0	$15,800	$15,800	$0
Debt Service		$962,540	$1,186,547	$1,432,225	$1,431,825	$1,644,300
Miscellaneous		$179,757	$179,345	$205,110	$234,202	$240,399
Transfer Out		$413,027	$397,419	$310,084	$303,978	$299,405
	Sub Total	**$8,580,729**	**$9,051,075**	**$10,135,299**	**$9,982,161**	**$10,386,954**

Budget Summary

Expense by Classification (continued)	**2018 Actual**	**2019 Actual**	**2020 Budgeted**	**2020 Estimated**	**2021 Budget**
Enterprise Funds					
Compensation	$2,586,627	$2,611,109	$2,785,996	$2,574,195	$2,780,991
Fringe Benefits	$1,481,561	$1,656,149	$1,730,356	$1,633,517	$1,686,514
Outside Services	$608,814	$524,832	$916,954	$945,848	$1,430,008
Supplies	$842,180	$868,444	$951,201	$951,827	$795,091
Utilities	$845,515	$819,844	$904,920	$799,021	$912,620
Insurance	$117,750	$111,390	$102,310	$102,100	$97,550
Capital Outlay	$108,149	$154,203	$177,000	$177,000	$177,000
Debt Service	$4,553,546	$4,918,772	$4,988,000	$4,993,380	$4,768,260
Miscellaneous	$4,776	$3,787	$6,000	$6,000	$6,000
Transfer Out	$2,504,215	$2,635,350	$2,646,140	$2,673,140	$2,691,136
Sub Total	**$13,653,133**	**$14,303,879**	**$15,208,877**	**$14,856,028**	**$15,345,170**
Capital and Other Funds					
Capital Projects	$13,283,674	$13,721,908	$16,239,557	$16,239,557	$10,844,504
Outside Services	$25,807	$24,961	$98,580	$95,560	$78,580
Debt Service	$355,826	$364,485	$419,060	$419,060	$499,960
Transfer Out	$835,037	$851,182	$1,359,668	$1,359,668	$955,985
Sub Total	**$14,500,344**	**$14,962,535**	**$18,116,865**	**$18,113,845**	**$12,379,029**
Total Expense	**$100,074,481**	**$105,265,781**	**$112,013,791**	**$109,987,839**	**$106,608,805**

CITY OF CONCORD, NEW HAMPSHIRE
TABLE OF ORGANIZATION



Staff Listing by Department

City Manager	**FY19**	**FY20**	**FY21**
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	1.00	1.00	1.00
City Manager Total	4.00	4.00	4.00
Legal			
Full Time			
Admininstrative Victim Witness Advocate	0.00	2.00	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	2.00	0.00	0.00
Paralegal	1.00	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	0.50	0.00	0.00
Part Time Total	1.06	0.56	0.56
Legal Total	10.06	9.56	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	1.00	1.00	1.00
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

Finance (continued)	**FY19**	**FY20**	**FY21**
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	0.70	0.70	0.70
Part Time Total	0.70	0.70	0.70
Finance Total	18.70	18.70	18.70
Information Technology			
Full Time			
Assistant IT Director	1.00	1.00	1.00
Information Technology Director	1.00	1.00	1.00
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	2.00	2.00	2.00
City Clerk	1.00	1.00	1.00
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	0.00	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	3.00
Fiscal Technician III	1.00	2.00	2.00
Parking Enforcement Officer	3.00	6.00	6.00

Police (continued)	**FY19**	**FY20**	**FY21**
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	67.00	67.00
Police Sergeant	9.00	9.00	9.00
Records Supervisor	1.00	1.00	1.00
Full Time Total	106.00	110.00	111.00
Part Time			
Administrative Technician I	0.00	0.00	0.60
Administrative Technician II	1.39	1.39	0.79
Community Services Aide	0.70	0.70	0.70
Parking Enforcement Officer	2.80	0.00	0.00
Parking Technician	0.00	0.60	0.60
Property Room Technician	1.00	1.10	1.10
Part Time Total	5.89	3.79	3.79
Police Total	111.89	113.79	114.79
Fire			
Full Time			
Administrative Specialist II	2.00	1.00	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	11.00	11.00
Fire Lieutenant - Paramedic	3.00	2.00	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	1.00	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	1.00	1.00	1.00
Arena Properties Manager	1.00	1.00	1.00
Arena Supervisor	1.00	1.00	1.00

General Services (continued)	**FY19**	**FY20**	**FY21**
Full Time			
Assistant Administrative Division Manager	1.00	1.00	1.00
Automotive Parts Technician	1.00	1.00	1.00
Building Systems Supervisor	1.00	1.00	1.00
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	2.00	3.00	3.00
Deputy General Services Director	1.00	1.00	1.00
Engineering Technician II	1.00	1.00	1.00
Environmental Compliance Manager	1.00	1.00	2.00
Equipment Operator II	4.00	4.00	4.00
Equipment Operator III	3.00	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	1.00
Fiscal Technician III	1.00	1.00	2.00
Fleet Body and Maintenance Technician	1.00	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
HVAC Technician	0.00	0.00	1.00
Laboratory IPP Technician	1.00	1.00	0.00
Laboratory Operations Manager	1.00	1.00	0.00
Laborer/Truck Driver	13.00	13.00	13.00
Maintenance Aide	7.00	6.00	6.00
Maintenance Technician	7.00	7.00	6.00
Maintenance-Operations Flex Tech	1.00	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

General Services (continued)	**FY19**	**FY20**	**FY21**
Full Time			
Tree Maintenance Specialist	1.00	1.00	1.00
Tree Supervisor	1.00	1.00	1.00
Utility Billing Program Manager	0.00	0.00	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 Crew Leader	1.00	1.00	1.00
Wastewater Maintenance Supervisor	1.00	1.00	1.00
Wastewater Operations Supervisor	0.00	0.00	1.00
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	0.00
Water Meter Operations Lead	0.00	0.00	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	4.00	4.00	3.00
Water Treatment Plant Superintendent	1.00	1.00	1.00
Welder Mechanic	1.00	1.00	1.00
Full Time Total	111.00	111.00	111.00
Part Time			
Custodian	1.51	1.51	1.51
Fiscal Technician II	0.50	0.50	0.50
Fiscal Technician III	1.01	1.01	1.00
Part Time Total	3.02	3.02	3.01
Shared Laborer/Truck Driver	1.50	1.50	1.50
General Services Total	115.52	115.52	115.51
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	1.00	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

Community Development (continued)	**FY19**	**FY20**	**FY21**
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	1.00	1.00
Engineering Technician II	4.00	3.00	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	1.00	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
Transportation Engineer	1.00	1.00	1.00
Zoning Administrator	1.00	1.00	1.00
Full Time Total	33.00	31.00	31.00
Part Time			
Administrative Specialist I	0.00	0.70	0.00
Code Inspector	0.50	0.50	0.50
Health Services Inspector	0.70	0.70	0.70
Licensing Coordinator	0.48	0.48	0.48
Permit Technician	1.00	0.50	1.00
Part Time Total	2.68	2.88	2.68
Community Development Total	35.68	33.88	33.68

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	0.00
Circulation Supervisor	1.00	1.00	1.00
Library Assistant II	2.00	0.00	0.00
Library Director	1.00	1.00	1.00
Library Technician	2.00	4.00	4.00
Reference Librarian	2.00	2.00	2.00
Youth Services Manager	0.00	0.00	1.00
Full Time Total	12.00	12.00	12.00
Part Time			
Librarian	0.23	0.23	0.00
Library Assistant II	1.26	1.26	1.25
Library Page	3.84	3.84	3.85
Library Technician	3.41	3.41	3.79
Part Time Total	8.74	8.74	8.89
Library Total	20.74	20.74	20.89

Parks and Recreation	FY19	FY20	FY21
Full Time			
Assistant Parks and Recreation Director	1.00	1.00	1.00
Building and Grounds Supervisor	2.00	2.00	1.00
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	1.00	1.00	1.00
Golf Course Manager	1.00	1.00	1.00
Grounds Division Superintendent	1.00	0.00	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	1.00	1.00	1.00
Parks & Recreation Director	1.00	1.00	1.00
Parks Supervisor	0.00	0.00	1.00
Program Coordinator	1.00	1.00	1.00
Recreation Assistant	2.00	2.00	2.00
Senior Maintenance Aide	2.00	3.00	3.00
Full Time Total	27.50	27.50	27.50
Part Time			
Custodian	1.01	1.26	1.25
Guest Services Associates	1.88	2.88	2.88
Recreation Specialist	1.26	1.26	1.25
Senior Citizen Coordinator	0.38	0.38	0.38
Part Time Total	4.53	5.78	5.76
Parks and Recreation Total	32.03	33.28	33.26
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	4.00	4.00	4.00
Part Time			
Administrative Specialist II	0.45	0.45	0.60
Part Time Total	0.45	0.45	0.60
Human Services Total	4.45	4.45	4.60
Grand Total			475.99

Budget Summary

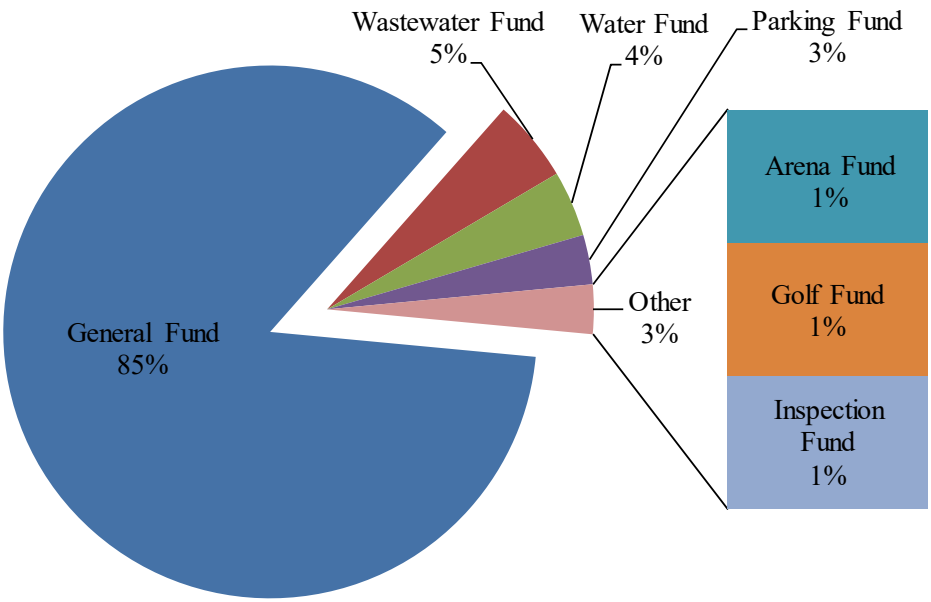
The total number of unique full time and part time positions is 505.

Position Changes for Fiscal Year 2021

Department	Position Change
Police Department	Additional Deputy Police Chief as presented to City Council at their January 2020
General Services Department	General Services changed a number of full time positions throughout fiscal year 2020 that resulted in no increase in full time equivalents.
Community Development	Mid fiscal year 2020 the part time Administrative Specialist I (.7 FTE) position was eliminated and a part time Permit Technician (.5 FTE) was added that results in a decrease in hours.
Library	Mid fiscal year 2020 the Librarian position was eliminated and hours were added to a Librarian Technician position that resulted in an increase in hours.
Human Services	This budget includes an increase in hours for the part time Administrative Specialist II.

Budget Summary

Percentage of Full Time Equivalents by Fund



Budgeted Temporary/Seasonal FTEs by Department

Department - Fund	FY19	FY20	FY21
Assessing - General Fund	0.05	0.05	0.05
City Clerk - General Fund*	3.43	4.17	4.17
Police - General Fund	0.34	0.34	0.34
Community Development - General Fund	0.47	1.42	1.42
Parks & Recreation - General Fund	12.40	12.53	11.42
Parks & Recreation - Golf Fund	6.64	6.64	6.64
General Services – General Fund	5.04	5.04	5.04
General Services - Arena Fund	2.23	2.23	2.23
General Services - Water Fund	0.69	0.69	0.69
General Services - Wastewater Fund	0.31	0.31	0.31
Police - Parking Fund	0.34	0.34	0.34
Total Temporary/Seasonal FTEs	31.94	33.76	32.65

Planned Temporary Staff Levels by Department

Department	FY19	FY20	FY21
Assessing	1	1	1
City Clerk*	130	158	158
Police	3	3	3
General Services	30	30	30
Community Development	4	5	5
Parks & Recreation	84	84	74
Total Temporary Employee Count	252	281	271

* Includes election workers

Resolutions

	Fiscal Year 2020 Council Adopted	Fiscal Year 2021 Council Adopted
Use of Funds		
Budget Appropriations	$66,524,857	$68,497,653
War Credits	$267,400	$267,400
Overlay	$300,000	$300,000
Total Use of Funds	$67,092,257	$69,065,053
Sources of Funds		
Miscellaneous Revenues	$24,650,628	$26,302,701
Amount to be Raised by Property Taxes	$42,441,629	$42,762,352
Total Sources of Funds	$67,092,257	$69,065,053

Tax Rate Determination

Assessed Value (A.V.) in Thousands of Dollars *	$4,205,811	$4,376,904
Amount to be Raised	$42,441,629	$42,762,352
Current Year Recommended Tax Rate / $1,000 A.V.	10.09	9.77 **
Prior Year Tax Rate / $1,000 A.V.	9.90	9.77 *
Difference	0.19	0
Percentage Change	1.92%	0.00%

* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of $4,343,903,940 for municipal purposes and a tax rate of $9.77 per $1,000 of assessed value.

** Portion of the Recommended Tax Rate Allocated to Debt Service	1.76
Portion of the Prior Year Tax Rate Allocated to Debt Service	1.75
Increase over Prior Year	0.01
Percentage Change	0.6%

** Portion of the Recommended Tax Rate Allocated to All Other Costs		8.01
Portion of the Prior Year Tax Rate Allocated to All Other Costs		8.02
Increase/(decrease) over Prior Year	$	(0.01)
Percentage Change		-0.1%

CITY OF CONCORD

In the year of our Lord two thousand and twenty

RESOLUTION FIXING AND DETERMINING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF CONCORD FOR THE FISCAL YEAR 2021 ENDING JUNE 30, 2021 FOR THE GENERAL FUND, SPECIAL REVENUE FUNDS, ENTERPRISE FUNDS, DEBT SERVICE FUNDS AND DE MINIMIS ACCOUNTS

WHEREAS, the proposed fiscal year 2021 budget as provided and summarized below; and

WHEREAS, the fiscal year 2021 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:	**General Fund**	$68,497,653
Section 2:	**Special Revenue Funds**	
	Inspection Fund	$279,502
	Parking Fund	$3,171,675
	Airport Fund	$461,327
	Conservation Property Fund	$92,792
	Golf Fund	$1,130,751
	Arena Fund	$668,245
	Solid Waste Fund	$4,582,662
Section 3:	**Enterprise Funds**	
	Water Fund	$6,806,207
	Wastewater Fund	$8,538,963
Section 3:	**Debt Service Funds**	
	North End Opportunity Corrider Tax Increment Financing District	$244,985
	Sears Block Tax Increment Financing District	$1,231,445
	Penacook Village Tax Increment Financing District	$58,095
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 twenty

RESOLUTION AUTHORIZING AND APPROPRIATING FOR FISCAL YEAR 2021 (JULY 1, 2020 TO JUNE 30, 2021) THE SUM OF NINE MILLION EIGHT HUNDRED SIXTY SIX THOUSAND FIVE HUNDRED DOLLARS ($9,866,500) FOR CAPITAL PROJECTS AND AUTHORIZING THE ISSUANCE OF BONDS AND NOTES IN THE AMOUNT OF SIX MILLION EIGHT HUNDRED THIRTEEN THOUSAND DOLLARS ($6,813,000) FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED IN THE BUDGET DOCUMENT (DEFINED BELOW)

The City of Concord resolves as follows:

WHEREAS, the 2021-2030 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 2021 Operating Budget and Capital Improvement Program (the "Budget Document") lists all Fiscal Year 2021 capital projects by CIP project number, title and funding source; and

WHEREAS, this resolution authorizing the expenditure of funds for the Fiscal Year 2021 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 $9,866,500
be and is hereby appropriated as follows:

Capital Projects Funds	
General Capital Fund(s)	$6,304,500
Parking Capital Fund(s)	$35,000
Airport Capital Fund(s)	$22,000
Arena Capital Fund(s)	$505,000
Water Capital Fund(s)	$1,393,000
Sewer Capital Fund(s)	$1,607,000

CITY OF CONCORD

In the year of our Lord two thousand and twenty

RESOLUTION AUTHORIZING AND APPROPRIATING FOR FISCAL YEAR 2021 (JULY 1, 2020 TO JUNE 30, 2021) THE SUM OF NINE MILLION EIGHT HUNDRED SIXTY SIX THOUSAND FIVE HUNDRED DOLLARS ($9,866,500) FOR CAPITAL PROJECTS AND AUTHORIZING THE ISSUANCE OF BONDS AND NOTES IN THE AMOUNT OF SIX MILLION EIGHT HUNDRED THIRTEEN THOUSAND DOLLARS ($6,813,000) FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED IN THE BUDGET DOCUMENT (DEFINED BELOW)

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

Capital Projects Funds		
General Capital Fund(s) G.O. Bonds	3,520,000	
Parking Capital Fund(s) G.O. Bonds	35,000	
Airport Capital Fund(s) G.O. Bonds	22,000	
Arena Capital Fund(s) G.O. Bonds	505,000	
Water Capital Fund(s) G.O. Bonds	1,181,000	
Sewer Capital Fund(s) G.O. Bonds	1,550,000	
	Sub-Total Bonds	6,813,000
General Capital Transfer	412,500	
Water Capital Transfer	212,000	
Sewer Capital Transfer	27,000	
	Sub-Total Transfers	651,500
Transfer from Trust, Highway Reserve	2,322,000	
Equipment Replacement Reserve	50,000	
Mountain Green Reserve	30,000	
	Sub-Total Other	2,402,000
	Total All Sources	9,866,500

3. In order to meet said expenditures, the City Treasurer, with approval of the City Manager, is authorized to issue up to $6,813,000 in bonds and notes for the City of Concord under RSA 162-K:8, Chapter 280 of the Acts of 2000 and/or 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 (including whether such bonds or notes shall be issued on a tax exempt or taxable basis) 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

Summary	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Property Taxes	$38,180,141	$41,727,954	$41,874,229	$41,940,000	$42,194,952
Other Taxes	$731,123	$751,442	$756,332	$792,048	$808,479
Intergov Revenue	$4,830,878	$4,114,907	$4,873,807	$4,887,140	$4,861,248
Rental Income	$210,486	$228,486	$285,743	$196,938	$285,940
Fines and Penalties	$596,870	$778,425	$518,500	$559,470	$566,500
Licenses and Permits	$1,587,137	$1,308,046	$1,334,040	$1,438,770	$988,480
Investment Income	$532,695	$895,936	$700,000	$610,000	$390,000
Donations	$38,615	$49,625	$47,500	$46,700	$48,200
Transfer In	$3,815,184	$4,124,046	$4,048,333	$4,006,347	$3,964,400
Use of Fund Bal/RE	$0	$0	$1,107,100	$0	$1,500,000
Motor Vehicle Reg	$7,141,635	$7,288,755	$7,081,994	$7,000,000	$7,000,000
Dept Service Charges	$3,575,575	$3,756,764	$3,568,677	$3,458,449	$3,603,259
Retiree Health Reimb	$1,411,249	$1,449,900	$1,409,670	$1,334,900	$1,338,680
Other Revenue	$1,207,896	$1,301,604	$946,825	$1,067,570	$947,515
Total Revenue	**$63,859,485**	**$67,775,892**	**$68,552,750**	**$67,338,333**	**$68,497,653**

General Fund Revenue

Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Property Taxes					
Property Taxes	$38,180,141	$41,727,954	$41,874,229	$41,940,000	$42,194,952
Subtotal	**$38,180,141**	**$41,727,954**	**$41,874,229**	**$41,940,000**	**$42,194,952**
Other Taxes					
Timber Tax	$23,870	$17,993	$15,000	$20,000	$15,000
Payment-In-Lieu-of-Tax (PILOT)	$707,254	$732,892	$741,232	$771,748	$793,379
Excavation Activity Tax	$0	$558	$100	$300	$100
Subtotal	**$731,123**	**$751,442**	**$756,332**	**$792,048**	**$808,479**
Intergov Revenue					
Other Gov Agencies - Federal	$108,114	$89,747	$40,565	$40,565	$0
Other Gov Agencies - State	$125,000	$125,000	$874,728	$874,730	$874,727
Drug Forfeiture or Restitution	$12,754	$9,646	$10,000	$4,500	$5,000
Rooms and Meals Tax	$2,190,811	$2,190,108	$2,190,812	$2,185,140	$2,185,000
Highway Block Grant	$1,633,864	$895,355	$896,710	$909,730	$909,730
Railroad Tax	$708	$1,786	$1,517	$1,525	$1,500
Other Gov Agencies - Local	$606,160	$640,396	$619,300	$629,300	$630,676
School District Payments	$153,467	$162,869	$240,175	$241,650	$254,615
Subtotal	**$4,830,878**	**$4,114,907**	**$4,873,807**	**$4,887,140**	**$4,861,248**
Rental Income					
Rental Income	$210,486	$228,486	$285,743	$196,938	$285,940
Subtotal	**$210,486**	**$228,486**	**$285,743**	**$196,938**	**$285,940**
Fines and Penalties					
Fines and Penalties	$399,104	$630,437	$350,000	$440,000	$400,000
Parking Penalties	$115,281	$76,160	$100,000	$57,000	$100,000
False Alarm Penalties	$44,452	$39,139	$33,000	$36,000	$33,500
Fines for Overdue Items	$30,102	$24,607	$30,000	$20,000	$27,000
Fines for Code Prosecution	$6,526	$7,817	$5,000	$5,000	$5,000
Court Ordered Payments	$1,406	$265	$500	$1,470	$1,000
Subtotal	**$596,870**	**$778,425**	**$518,500**	**$559,470**	**$566,500**

General Fund Revenue

	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Licenses and Permits					
Fire Prevention Permits	$78,751	$88,241	$78,690	$63,690	$79,000
Construction Permits	$977,324	$936,776	$932,000	$871,000	$623,000
Other Permits	$18,203	$22,438	$20,500	$14,800	$18,200
Licenses	$172,324	$167,879	$172,850	$165,030	$168,280
Street Damage Fees	$340,535	$92,711	$130,000	$324,250	$100,000
Subtotal	**$1,587,137**	**$1,308,046**	**$1,334,040**	**$1,438,770**	**$988,480**
Investment Income					
Investment Income	$532,695	$895,936	$700,000	$610,000	$390,000
Subtotal	**$532,695**	**$895,936**	**$700,000**	**$610,000**	**$390,000**
Donations					
Donations	$38,615	$49,625	$47,500	$46,700	$48,200
Subtotal	**$38,615**	**$49,625**	**$47,500**	**$46,700**	**$48,200**
Transfer In					
Transfer In - Trust	$911,071	$1,163,203	$1,102,025	$1,060,189	$1,008,939
Transfer In - Inspection	$3,742	$2,876	$3,600	$3,600	$3,800
Transfer In - Parking	$165,230	$106,070	$107,263	$107,113	$108,498
Transfer In - Airport	$68,812	$71,804	$73,034	$73,034	$74,152
Transfer In - Conserv Prop	$45,000	$29,000	$20,000	$20,000	$25,000
Transfer In - Impact Fee	$65,390	$104,540	$95,000	$95,000	$0
Transfer In - Golf	$0	$0	$300	$300	$300
Transfer In - Arena	$65,797	$69,123	$66,497	$66,497	$66,765
Transfer In - Solid Waste	$3,600	$3,600	$3,600	$3,600	$3,600
Transfer In - NEOCTIF	$153,000	$160,650	$168,683	$168,683	$177,115
Transfer In - Sears Block TIF	$469,882	$469,725	$461,291	$461,291	$454,060
Transfer In - Penacook TIF	$7,025	$7,380	$7,750	$7,750	$8,135
Transfer In - Water	$812,884	$850,724	$857,582	$857,582	$918,137
Transfer In - Wastewater	$1,043,751	$1,085,352	$1,081,708	$1,081,708	$1,115,899
	$3,815,184	**$4,124,046**	**$4,048,333**	**$4,006,347**	**$3,964,400**
Use of Fund Bal/RE					
Use of Fund Balance	$0	$0	$1,107,100	$0	$1,500,000
Subtotal	**$0**	**$0**	**$1,107,100**	**$0**	**$1,500,000**
Motor Vehicle Reg					
Motor Vehicle Registrations	$7,141,635	$7,288,755	$7,081,994	$7,000,000	$7,000,000
Subtotal	**$7,141,635**	**$7,288,755**	**$7,081,994**	**$7,000,000**	**$7,000,000**

General Fund Revenue

	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Dept Service Charges					
MV Transportation Surcharge	$181,661	$183,654	$181,400	$175,000	$175,050
MV Transportation Admin	$20,185	$26,069	$20,400	$19,000	$19,300
MV Waste Disposal	$20,410	$20,638	$20,230	$19,000	$19,300
MV State Agent Admin	$127,323	$130,500	$127,200	$122,000	$122,100
Reports, Prints, and Copies	$27,289	$3,715	$3,250	$3,300	$3,150
Recording Fees	$7,955	$9,885	$6,000	$6,000	$6,000
Application Fees	$53,507	$46,474	$44,360	$44,000	$40,750
Review Fees	$72,642	$66,832	$55,000	$55,000	$38,000
Inspection Fees	$31,820	$32,413	$21,000	$32,300	$28,000
Camps	$129,609	$158,206	$127,500	$85,000	$145,000
Aquatics Programs	$19,344	$36,203	$31,500	$23,000	$20,000
Program Fees	$134,933	$186,284	$193,640	$134,000	$187,550
Salt Sales	$18,589	$34,401	$30,000	$30,000	$30,000
Tree Sales	$765	$8,003	$9,000	$1,200	$9,000
Timber Sales	$29,215	$19,537	$1,000	$14,000	$7,000
Mark-up	$15,154	$15,015	$15,000	$11,000	$15,000
Non-Resident Library Fees	$6,855	$7,295	$7,000	$5,000	$7,000
Sundry Services	$49,593	$57,906	$46,120	$50,000	$46,120
Special Duty Services	$337,712	$227,281	$292,200	$265,000	$295,000
Police Patrol Servics	$10,574	$7,447	$6,400	$4,200	$6,400
Cruiser Rental Fee	$38,120	$20,896	$27,000	$36,000	$30,000
Police Witness Fees	$8,057	$5,045	$6,000	$4,200	$6,000
Ambulance Charges	$1,883,267	$2,087,807	$1,951,647	$1,970,000	$1,998,294
Alarm Boxes	$210,597	$218,879	$217,330	$220,000	$221,795
Concession Sales	$1,320	$49	$0	$43	$0
Other Service Charges	$139,081	$146,331	$128,500	$130,206	$127,450
Subtotal	**$3,575,575**	**$3,756,764**	**$3,568,677**	**$3,458,449**	**$3,603,259**
Retiree Health Reimb					
Retiree Health Insurance	$1,411,249	$1,449,900	$1,409,670	$1,334,900	$1,338,680
Subtotal	**$1,411,249**	**$1,449,900**	**$1,409,670**	**$1,334,900**	**$1,338,680**

General Fund Revenue

	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Other Revenue					
Sales of Lots and Niches	$29,986	$33,876	$26,100	$29,000	$29,500
Sale of Assets	$90,877	$33,619	$30,000	$39,000	$30,000
Advertising	$5,500	$6,000	$5,500	$5,500	$5,500
Cable TV Franchise	$889,139	$844,815	$832,500	$837,150	$833,110
Finance Charges	$5,089	$5,060	$2,500	$2,500	$2,500
Insurance Dist and Credits	$0	$253,917	$0	$99,935	$0
Forest Loss Reimbursement	$460	$503	$460	$460	$460
Reimbursements	$26,300	$9,162	$10,000	$10,500	$10,000
Other Revenue	$160,545	$114,652	$39,765	$43,525	$36,445
Subtotal	**$1,207,896**	**$1,301,604**	**$946,825**	**$1,067,570**	**$947,515**
Total Revenue	**$63,859,485**	**$67,775,892**	**$68,552,750**	**$67,338,333**	**$68,497,653**

General Fund Revenue

Description of Revenue Detail

The following items represent 83.8% of all General Fund revenues:

Property Taxes	$42,194,952	61.7%
Motor Vehicle Registrations	$7,000,000	10.2%
Transfer-In	$3,964,400	5.8%
Intergovernmental - Rooms and Meals Tax	$2,185,000	3.2%
Department Service Charges - Ambulance Charges	$1,998,294	2.9%
Total	$57,342,646	83.8%

Property Taxes

FY 2021 property taxes account for approximately 61.7% of General Fund revenues. This represents a 0.00% tax rate increase over FY 2020. 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 2021 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 2021 total tax revenue is $42,762,352 up from $42,441,629 adopted by City Council for FY 2020. The actual amount to raise in taxes is $320,723 higher than the FY 2020 adopted budget due to the additional real growth value in property assessments. The proposed tax rate remains the same. Please refer to the Resolution section for a comparison of FY 2020 versus FY 2021 budgetary tax rates.

Motor Vehicle Registrations

Revenue from motor vehicle registrations represents 10.2% 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. *(Note: for FY 2021, it was originally anticipated that this revenue line would be between $7.3 and $7.4 million; however, due to the ongoing economic issues, this revenue was scaled back to $7,000,000 or approximately $82,000 less than FY 2020.)*

Transfer-In

The Transfer In portion of revenue represents 5.8% 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, 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 3.2% of all General Fund revenue and are estimated to be the same as FY 2020. *(Note: For FY 2021, due to the ongoing economic issues, this revenue will likely be less than budgeted; however, as of the publication of this budget document, there has been no indication from the State of New Hampshire how this revenue will be impacted. A mid year adjustment to the budget may be necessary based on the actual revenue received during the fiscal year.)*

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 2021 will be the first year in over a decade that "Fund Balance" is used to balance the budget. 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.

Fiscal Year	Total Fund Balance	Unassigned Fund Balance
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
2019	$18,904,212	$11,769,490

Source: 2010-2019 Comprehensive Annual Financial Reports

General Government

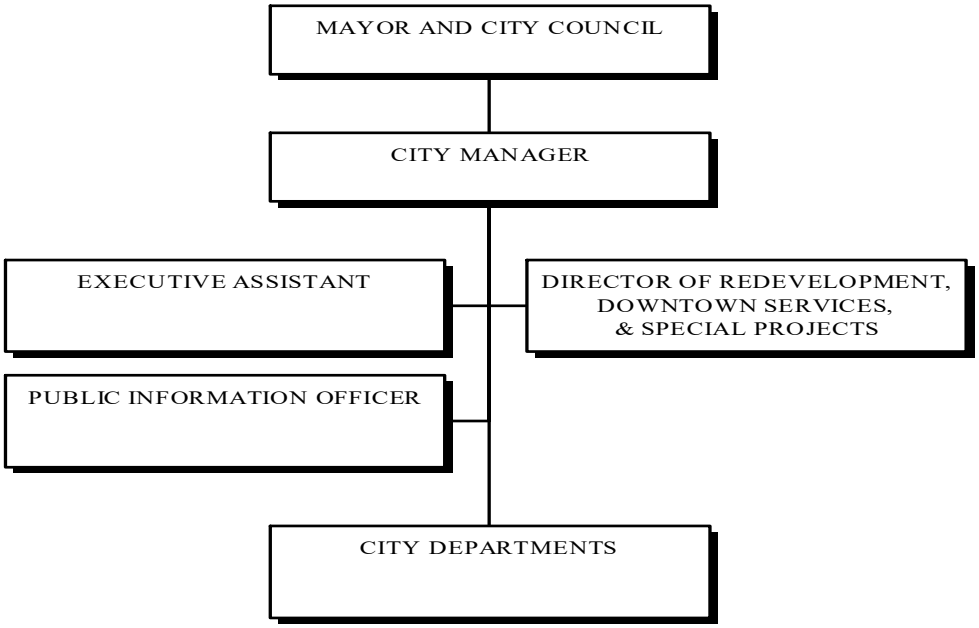
	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
City Manager	$60,416	$9,027	$30,000	$500	$0
Legal	$126,948	$75,979	$74,800	$75,500	$76,676
Assessing	$731,912	$752,322	$757,117	$792,808	$809,264
Human Resources	$35,000	$35,000	$35,000	$35,000	$35,700
Finance	$50,556,260	$54,060,659	$55,424,320	$54,304,925	$55,699,659
City Clerk	$91,179	$111,469	$87,570	$91,745	$91,720
General Overhead	$4,617,377	$4,903,149	$4,358,144	$4,387,809	$4,163,045
Total Revenue	**$56,219,090**	**$59,947,605**	**$60,766,951**	**$59,688,287**	**$60,876,064**
Expense					
City Manager	$619,997	$696,732	$743,704	$727,821	$716,834
Legal	$1,267,699	$1,293,150	$1,308,893	$1,311,989	$1,360,251
Assessing	$631,959	$653,633	$693,546	$646,528	$666,683
Human Resources	$546,312	$576,824	$588,579	$586,484	$580,015
Finance	$2,194,995	$2,246,843	$2,304,753	$2,284,866	$2,300,237
Information Technology	$894,322	$933,383	$975,511	$970,127	$1,024,349
City Council	$34,180	$34,145	$40,698	$40,972	$39,513
City Clerk	$398,230	$477,585	$496,928	$450,109	$510,971
General Overhead	$12,911,504	$14,660,354	$14,962,592	$14,340,314	$13,850,229
Total Expense	**$19,499,197**	**$21,572,648**	**$22,115,204**	**$21,359,210**	**$21,049,081**

City Manager

Mission

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

CITY MANAGER
ORGANIZATIONAL CHART



Core Responsibilities

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

City Manager

Budget Detail

	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Other Revenue	$200	$550	$0	$500	$0
Transfer In - Trust	$60,216	$8,477	$30,000	$0	$0
Total Revenue	**$60,416**	**$9,027**	**$30,000**	**$500**	**$0**
Expense					
Compensation	$389,780	$445,363	$452,982	$463,160	$468,318
Fringe Benefits	$143,798	$163,692	$160,872	$168,250	$169,002
Outside Services	$80,266	$83,569	$122,960	$89,821	$72,394
Supplies	$2,953	$1,018	$3,800	$3,500	$3,800
Insurance	$3,200	$3,090	$3,090	$3,090	$3,320
Total Expense	**$619,997**	**$696,732**	**$743,704**	**$727,821**	**$716,834**

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. CDBG Grant Applications	1	1	2	1
2. CDBG Grant Awards	1	1	2	1
3. Amount of CDBG Funding Requested	$500,000	$500,000	$434,290	$500,000
4. Amount of CDBG Funding Awarded	$500,000	$500,000	$434,290	$500,000

2021 Goals

1. Apply for maximum funding possible for housing, public facilities, and economic development related projects under the Community Development Block Grant (CDBG) program, as administered by the NH Community Development Finance Authority.
2. Take steps necessary to respond to the COVID-19 pandemic and it's after effects to ensure that the City Council, as well as all departments, boards, committees and commissions, succeed in providing necessary services to the community.
3. Work with departments and boards to update, adopt and implement the City's new zoning code.
4. Implement strategies to increase police officer recruitment results, including use of social media and other methods to create interest from prospective candidates.
5. Develop, in coordination with the Fire Department and all other city departments, a new Continuity of Operations Plan for the City.
6. Work with the Parks & Recreation Department to expand the use of City facilities for the community.
7. Implement sustainability initiatives to include LED street light re-lamping city-wide and installation of a solar field at the Hall Street Waste Water Treatment Plant.
8. Complete priority infrastructure projects as approved by City Council.

2020 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."

2020 Goal Status (continued)

2. Complete priority infrastructure projects including, but not limited to, bridge replacements, parking garages, storm water, roadway maintenance and plant facilities.
   9-Month Status: Phase 1 of the North Main Street Drainage Improvement Project is currently under construction. The Annual Neighborhood Road Paving Program expenditures were doubled during the fiscal year and additional associated work is well underway. The School Street Garage renovation project is scheduled to be completed this summer, and the Storrs Street Garage renovation is currently underway. The upgrade and installation of efficiency pumps at Water Pump Station 5 is substantially complete. The Wastewater Division has completed the upgrade of exterior lighting, installation of energy saving variable speed drives on equipment, and replacement of one plant pump to a more energy efficient model.

3. Continue to enhance public information accessibility, increase marketing outreach, and improve communications abilities throughout the organization.
   9-Month Status: The City of Concord continues to utilize social media platforms to share information with the community, including Facebook, Twitter, Instagram, and YouTube. Social media reach and audience numbers have increased significantly during the past year. Other information channels include the City's website, podcast, and blog; the City Manager's weekly newsletter; and traditional press releases. Concord TV remains to be a valuable asset for the City, covering not only monthly meetings of the City Council, Planning Board and Zoning Board, but producing a wide range of informational videos including public service announcements, event previews and recaps, and other community awareness pieces for many City departments. City departments are funneling information to the Public Information Officer (PIO) so it can be shared through a variety of channels, which has resulted in more streamlined and cohesive communication across the organization. The PIO and the Economic Development Director continue to collaborate with the Greater Concord Chamber of Commerce and Intown Concord to market the City as a destination for businesses, and share information and resources.

4. Apply for 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: On January 13, 2020, the City Council approved resolutions 9262 and 9263, which authorized the City Manager to apply for, accept, and administer up to $500,000 of CDBG funds to support improvements to properties owned by the Crisis Center of Central New Hampshire and Fellowship Housing Opportunities. Both entities were eligible for up to $500,000, each, for their respective projects. The City submitted its applications for these organizations in late January. On April 2, 2020, the New Hampshire Community Development Finance Authority (NHCDFA) tentatively awarded $357,920 to support renovation of property owned by the Crisis Center of Central New Hampshire. The NHCDFA also tentatively awarded $77,000 to support renovations to Fellowship Housing Opportunities' property located at 36 Pleasant Street. Both grants are subject to final approval by Governor and Executive Council later this spring.

5. Continue to work with Library Administration to determine the next phase for the Penacook Library.
   9-Month Status: Will be working with the Library Director to undertake the development of a new five year strategic plan.

6. Continue to work with Community Development to implement new economic development initiatives.
   9-Month Status: The Economic Development Director (EDD) continues the City's business retention and attraction efforts through targeted outreach, marketing, social media communication and in-person initiatives. The EDD also served as a development ambassador guiding business prospects from the early idea stage through the City's review and permitting process. Most recently, the EDD worked to assist a proposed new restauranteur, a new canine care facility, and the corporate acquisition/expansion of a local manufacturer. The EDD has broadened the City's partnerships with key development entities such as the Small Business Development Center, with whom the EDD coordinated to secure space at the Citywide Community Center for community business counseling and assistance. The EDD is also working with NHTI and the NH Manufacturing Extension Partnership on a new platform. During the Covid-19 crisis, the EDD instituted a business outreach program and initiated two questionnaires for the business community. The EDD also initiatied weekly conference calls with partners such as the Chamber of Commerce and Intown Concord. The EDD's business outreach guide has been updated regularly and continues to be available on the City website. The EDD also participated in a Concord TV video targeting businesses and providing information on available financial resources.

2020 Goal Status

The EDD is currently working on a City of Concord Economic Development Plan 2.0 in light of the new "normal" associated with Covid-19 precautions. The EDD continues to work collaboratively with the City's Public Information Office to maximize outreach and marketing efforts.

Finally, the EDD serves on the board of directors of the International Economic Development Council; CATCH Housing; and Intown Concord.

7. Continue implementation of new financial Enterprise Resource Planning system organization wide.
   9-Month Status: The Financial module of the new ERP software is operational. The City is successfully using the Requisition, Accounts Payable, Project Ledger, Cash Receipting, General Billing, Budgeting and Financial Reporting modules within the Financial software. Setup and training on the Human Capital Management (HCM) module was begun, but training has been temporarily suspended due to the pandemic and the go live day has been extended into FY 2021.

8. Advance the design for Storrs Street North and coordinate with NHDOT on the I-93 widening project.
   9-Month Status: The FY 2021 budget contemplates appropriating $9.3 million for design, permitting, and construction of CIP #18 Storrs Street Extension North, together with water, sewer, railroad and other infrastructure improvements.

9. Continue to identify and implement strategies in dealing with individuals in mental and behavioral health crisis.
   9-Month Status: The City has become a Recovery Friendly Workplace in support of people living with, impacted by, or in recovery for substance abuse disorders. We have conducted mental health awareness training with over 44 employees. We have continued promoting training and awareness as it relates to mental health in the workplace, and have enhanced our orientation program.

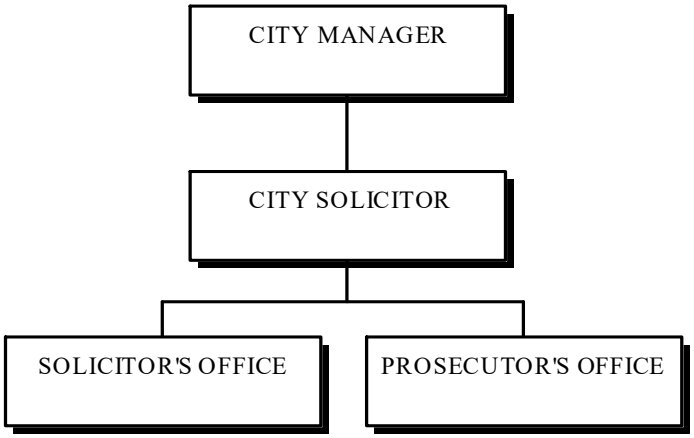
10. Successfully open new recreation building at White Park and continue to grow community program value of the Multi-Generational Community Center.
    9-Month Status: The Merrimack Lodge at White Park, formerly known as the Skate House, was completed on June 10, 2019. A ribbon cutting ceremony was held on June 14, 2020. The City-wide Community Center located on Canterbury Road opened on June 14, 2018.

Legal

Mission

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

LEGAL DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

1. The City Solicitor's Office provides legal services to the City Council, various committees, City boards and commissions, the City Manager and department heads.

2. The City Solicitor's Office represents the City in all matters in which it has an interest coming before any court, tribunal, quasi-judicial, or legislative body; and commences and defends all actions and suits involving the City or any of its officers in their official capacity.

3. The City Prosecutor's Office reviews all criminal complaints made in the Court for the 6th Circuit – District Division by the Concord Police Department, by other City departments, and by contract with the Towns of Loudon, Bow and Dunbarton. When necessary, the Prosecutor's Office makes recommendations to the court on the disposition of a case.

Legal

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Fines for Code Prosecution	$6,526	$7,817	$5,000	$5,000	$5,000
Court Ordered Payments	$1,303	$80	$500	$1,100	$1,000
Reports, Prints, and Copies	$926	$121	$0	$100	$0
Other Revenue	$51,593	$29	$0	$0	$0
Other Gov Agencies - Local	$66,599	$67,931	$69,300	$69,300	$70,676
Total Revenue	**$126,948**	**$75,979**	**$74,800**	**$75,500**	**$76,676**
Expense					
Compensation	$778,731	$809,940	$821,432	$819,050	$862,925
Fringe Benefits	$303,765	$325,456	$329,470	$334,700	$340,003
Outside Services	$176,350	$149,375	$147,781	$148,059	$147,163
Supplies	$2,303	$1,828	$4,000	$4,000	$4,000
Insurance	$6,550	$6,550	$6,210	$6,180	$6,160
Total Expense	**$1,267,699**	**$1,293,150**	**$1,308,893**	**$1,311,989**	**$1,360,251**

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Civil Litigation Cases	*24	*17	*22	*20
2. Tax Abatement Cases	*25	*22	*20	*20
3. Tax Lien Mortgages (Research at Registry)	**0	324	350	350
4. Tax Deed Mortgages (Research at Registry)	**0	22	55	55
5. Tax Title Searched for Properties to be Deeded	**0	346	405	405
6. Ordinances, Reports and Resolutions	147	152	160	160
7. Negotiated Union Contracts (out of 6)	1	1	5	1
8. Licenses, Agreements and MOUs	69	53	50	50
9. Bankruptcy Matters (Claims Filed)	31	18	6	6
10. City Department/Public Body Westlaw Legal Research	2,036	2,764	1,263	1,800
11. Financial Guarantees for City Projects/Developments	46	59	50	50
12. Right-to-Know Requests	69	68	100	100
13. Complaints Filed/Reviewed	3,838	3,900	3,944	3,900
14. Criminal Dispositions, Hearings, Proceedings	14,146	13,900	13,750	13,700
15. Juvenile Dispositions and Hearings	1,026	725	700	710
16. Administrative License Suspensions	205	260	255	260
17. Concord Code Enforcement	28	5	10	10

* Includes pending cases from prior years.
** Change in lien search dates from May to July.

Legal

2021 Goals

1. The City Solicitor's Office will continue to take steps to respond to the COVID-19 pandemic and its aftereffects to ensure that the City Council, as well as all City departments, boards, committees and commissions succeed in providing necessary services to Concord's citizens in compliance with the law. In that regard, we will maintain our role in creating, implementing and conducting a legal review of practices, policies and procedures.
2. The City Solicitor's Office will continue conducting a legal review and work with members of the Planning and Code Administration Divisions on the proposed updates to the City of Concord's Zoning Code.
3. The City Solicitor's Office will work with municipal departments on responding to Right-to-Know responses to improve the expertise of City staff on Right-to-Know questions.
4. The City Prosecutor's Office will continue to work with the Concord Circuit Court to address the large backlog of cases resulting from one judge being assigned to handle criminal and civil cases. In the early spring of 2020, the Court was scheduling 15-40 trials a week for our office in addition to other hearings. This number of trials was unprecedented and resulted in a strain on personnel and resources. It is anticipated that this backlog will worsen due to the need to reschedule a large number of trials because of COVID-19. The City Prosecutor's Office will continue to work with the clerks in the Concord Circuit Court to ensure all criminal matters are handled in a timely manner while avoiding an overload of trials.
5. The Prosecutor's Office continues to provide training on a case by case basis, as well as through formal training with individual officers as they attend a court day of training during their "field training phases."

2020 Goals Status

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.
9-Month Status: The City Solicitor's Office continues the process of transferring historical case files stored in archives to 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.
9-Month Status: Due to the COVID-19 pandemic, the City Solicitor's Office has worked with City staff and the City's public bodies in conducting electronic meetings in accordance with New Hampshire's Right-to-Know law and Governor Sununu's Emergency Order 12. The Solicitor's Office will continue to provide guidance and/or training in this regard.

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.
9-Month Status: As new officers are going through the FTO (field training officers) process, officers are coming to spend a day with the City Prosecutor in court. The Concord Police Department, prior to COVID-19, was still working on getting all new officers into court during phase III of the FTO process. There was an initial delay prior to COVID-19 because of FTO turnover.

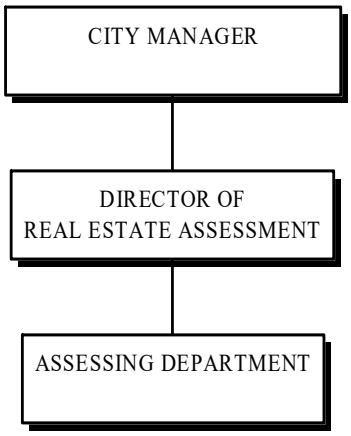
4. The City Prosecutor and Assistant Prosecutors will be involved in victim witness advocacy training. In addition, the Prosecutor's Office is working with the Concord Police Department's Domestic Violence Unit.
9-Month Status: The Assistant Victim Witness Advocates (AVWA) are continuing to attend on-line training. The AVWAs were scheduled attend the Partnering for a Future Without Violence Conference, presently scheduled for July, but at this point that is on hold pending the COVID-19 emergency orders.

Assessing

Mission

The Assessing Department's purpose is to continuously discover and list information used to provide fair and equitable property values.

ASSESSING DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

1. Conduct annual property valuation using the New Hampshire constitution and statutes governing property assessments and internationally accepted mass appraisal practices.

2. Administer the current use program; excavation and timber taxes; solar exemptions; elderly and blind exemptions; veteran tax credits; and religious, educational, and charitable property tax exemptions.

3. Warrant the annual tax levies to the City Tax Collector.

4. Review, research and compile information for consideration by the Board of Assessors when they make decisions on abatement applications.

Assessing

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Timber Tax	$23,870	$17,993	$15,000	$20,000	$15,000
Payment-In-Lieu-of-Tax (PILOT)	$707,254	$732,892	$741,232	$771,748	$793,379
Excavation Activity Tax	$0	$558	$100	$300	$100
Forest Loss Reimbursement	$460	$503	$460	$460	$460
Other Revenue	$329	$377	$325	$300	$325
Total Revenue	**$731,912**	**$752,322**	**$757,117**	**$792,808**	**$809,264**
Expense					
Compensation	$387,503	$410,412	$419,338	$397,980	$420,635
Fringe Benefits	$197,405	$206,193	$209,877	$183,920	$188,439
Outside Services	$41,996	$31,428	$57,471	$57,778	$50,779
Supplies	$1,795	$2,320	$3,700	$3,700	$3,700
Insurance	$3,260	$3,280	$3,160	$3,150	$3,130
Total Expense	**$631,959**	**$653,633**	**$693,546**	**$646,528**	**$666,683**

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Building Permits Processed	530	559	495	500
2. Building Permits Inspected	185	183	380	350
3. New Homes Added	54	42	76	50
4. New Parcels Added	60	86	25	25
5. Deed Changes Processed	818	852	850	800
6. Sales Reviews Conducted	300	325	275	275
7. Appeals: BTLA & Superior Court	17	14	25	20

2021 Goals

1. Complete a statistical update for all property for market value as of April 1, 2020.
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.

2020 Goals Status

1. Complete a statistical update for all property for market value as of April 1, 2019.
   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: Finished review of Phase V and maps have been sent back to us for final edits and acceptance. Phase VI has begun and we should be receiving first milestone soon.

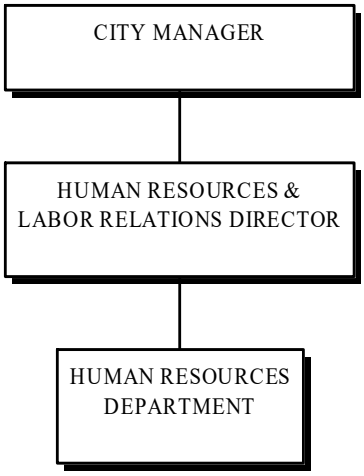
3. Conduct an ongoing review of exempt properties (2-4 properties/year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.
   9-Month Status: Care Net Pregnancy Center of Greater Concord, 13 West Street, was granted partial exemption due to occupancy. The Crisis Center of Central New Hampshire, 79 South State Street, was determined to be exempt.

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

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Donations	$35,000	$35,000	$35,000	$35,000	$35,700
Total Revenue	**$35,000**	**$35,000**	**$35,000**	**$35,000**	**$35,700**
Expense					
Compensation	$301,860	$321,055	$329,335	$331,400	$341,449
Fringe Benefits	$147,454	$171,567	$171,244	$166,840	$148,260
Outside Services	$91,576	$77,818	$81,750	$81,804	$83,356
Supplies	$2,821	$3,814	$3,800	$4,000	$4,500
Insurance	$2,600	$2,570	$2,450	$2,440	$2,450
Total Expense	**$546,312**	**$576,824**	**$588,579**	**$586,484**	**$580,015**

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Recruitments Conducted	79	99	110	100
2. Wellflex Enrollments	419	362	375	385
3. Wellflex Completions	76	79	80	85
4. New Hire Orientations	13	13	13	13
5. Retirements Processed	16	23	18	20
6. Lost Time Injury Frequency	13	14	14	14

2021 Goals

1. Help with post-pandemic recovery and procedural modifications based on lessons learned.
2. Develop on-line open enrollment and orientation protocol.
3. Provide four training opportunities on bullying, prevention of harassment, and removing the stigma for SUD and mental health in the workplace.
4. Implement Munis for payroll and Human Resources.

2020 Goals Status

1. Implement and transition employees to an online wellness portal to facilitate greater participation in the program. 9-Month Status: Transition has been slow due to implementation of the new ERP system. The department rolled out the online Health Questionnaire, which is a component of the Wellness Program this year, utilizing our medical insurer's wellness portal to familiarize employees with the layout and concept. Employees were encouraged to maneuver around the portal and take advantage of Harvard Pilgrim's wellness incentives. As this portal would be the footprint of the one that is rolled out to employees, this gives employees the opportunity to explore and provide any feedback to Human Resources that may be incorporated into the final design of the portal for the City.

Human Resources

2020 Goals Status (continued)

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.
   9-Month Status: The department continues to develop retention strategies based on stay interviews, providing professional development opportunities to City employees, and reaching out to under-utilized populations for employment opportunities like Veterans' groups in the area. The Department has conducted ad hoc wage assessments based on data obtained during contract negotiations, exit interviews, and stay interviews, which has resulted in some modifications to our compensation system. The first nine months of FY 2020 was very busy, with 89 recruitments, of which 20% resulted in internal promotions. This increases the positive impact on retention and job satisfaction. Sourcing continues to be successful and efficient with a post to hire timeline of under 60 days.

3. Partner with Information Technology (IT) to establish a Safety and Training database that has reporting functionality.
   9-Month Status: The IT Department and Safety and Training Coordinator researched third party provide products which could potentially replace the Safety portion of the Safety and Training database. The training portion of the database will be replaced when our new HRIS system is implemented as part of the ERP project. The Safety module in Munis only supports self-insured entities and, therefore, did not meet the City's needs. After an exhaustive search, the IT Department agreed that we should develop an internal web based program for the safety reporting, as it relates to Worker's Compensation claims reporting, and will enhance the information provided by the Primex online system. This will be done after the implementation of the HRIS system. Until then, we will continue to work with our current database.

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.
   9-Month Status: The City has become a Recovery Friendly Workplace in support of people living with, impacted by, or in recovery for substance use disorders. We have conducted mental health awareness training with over 44 employees. We have continued promoting training and awareness as it relates to mental health in the workplace. We have also explored the development of additional workplace civility training and initiatives to include ideas obtained when key employees attended a Creating and Maintaining a Positive Culture training program through Primex. This led to an enhancement of our employee orientation program to provide new employees with a tour of the City. This enables new employees to see the overall breadth of the organization, create an interdepartmental understanding, and to see how their contributions are part of the entire City of Concord.

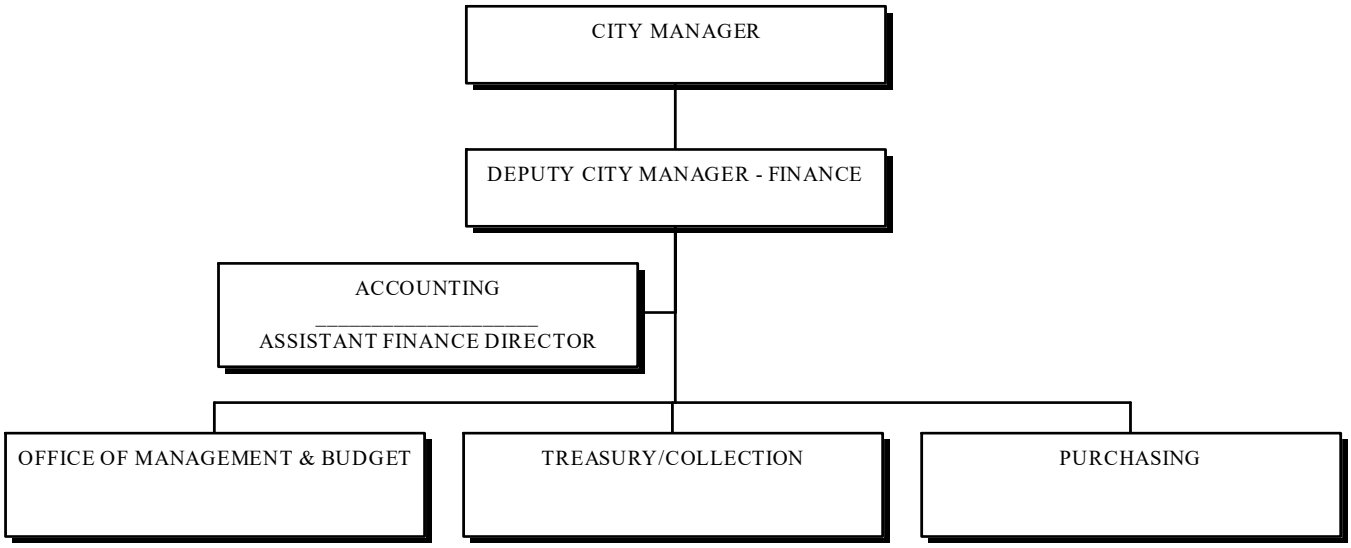
5. Work collaboratively with City Departments on ERP implementation of Human Capital Management and Payroll Modules.
   9-Month Status: Some components of Human Resources were set up in the new ERP system. The remainder of the set up, along with any parallel testing, was put on hold temporarily so that we could respond to the crisis surrounding COVID-19.

Finance

Mission

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

FINANCE DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

1. The Accounting Division processes weekly payroll and accounts payable; maintains the General Ledger and subsidiary ledgers for all City Funds; prepares monthly and quarterly financial statements; works with the NH Department of Revenue Administration on tax rate setting; and works with external auditors on the annual audit.

2. The Office of Management and Budget (OMB) coordinates and works with departments on the preparation of the annual budget; and develops the compensation, fringe benefits, insurances, and utilities budgets; monitors budget performance; prepares supplemental budget appropriations; forecasts trends; and works with departments to develop more efficient fiscal processes and procedures.

3. The Treasury/Collections Division handles automobile registrations, cash collection and management, trust funds, property tax billing and collection, bond rating, bond sales and debt service management.

4. The Purchasing Division meets the purchasing needs of all City departments and encourages open competition that is fair, ethical and efficient.

Finance

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Property Taxes	$38,180,141	$41,727,954	$41,874,229	$41,940,000	$42,194,952
Fines and Penalties	$399,104	$630,437	$350,000	$440,000	$400,000
Motor Vehicle Registrations	$7,141,635	$7,288,755	$7,081,994	$7,000,000	$7,000,000
MV Transportation Surcharge	$181,661	$183,654	$181,400	$175,000	$175,050
MV Transportation Admin	$20,185	$26,069	$20,400	$19,000	$19,300
MV Waste Disposal	$20,410	$20,638	$20,230	$19,000	$19,300
MV State Agent Admin	$127,323	$130,500	$127,200	$122,000	$122,100
Investment Income	$532,695	$895,936	$700,000	$610,000	$390,000
Sale of Assets	$90,877	$33,619	$30,000	$39,000	$30,000
Finance Charges	$5,089	$5,060	$2,500	$2,500	$2,500
Use of Fund Balance	$0	$0	$1,107,100	$0	$1,500,000
Other Revenue	$1,758	$788	$500	$2,300	$500
Other Gov Agencies - State	$0	$0	$749,728	$749,730	$749,727
Rooms and Meals Tax	$2,190,811	$2,190,108	$2,190,812	$2,185,140	$2,185,000
Highway Block Grant	$1,633,864	$895,355	$896,710	$909,730	$909,730
Railroad Tax	$708	$1,786	$1,517	$1,525	$1,500
Transfer In - Trust	$30,000	$30,000	$90,000	$90,000	$0
Total Revenue	**$50,556,260**	**$54,060,659**	**$55,424,320**	**$54,304,925**	**$55,699,659**
Expense					
Compensation	$1,328,695	$1,344,206	$1,365,103	$1,352,810	$1,402,854
Fringe Benefits	$573,088	$611,776	$614,764	$609,070	$605,253
Outside Services	$213,104	$215,815	$240,590	$240,696	$239,175
Supplies	$33,790	$39,571	$43,486	$41,500	$42,685
Insurance	$11,570	$10,780	$10,810	$10,760	$10,270
Capital Outlay	$34,738	$24,677	$30,000	$30,000	$0
Miscellaneous	$11	$17	$0	$30	$0
Total Expense	**$2,194,995**	**$2,246,843**	**$2,304,753**	**$2,284,866**	**$2,300,237**

Finance

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Collection Rate as a % of Current Levy	98.6%	98.7%	97.5%	90.0%
2. Total Number of Motor Vehicle Registrations	46,087	46,200	45,220	43,500
3. Bond Rating – Moody's/S&P	Aa1/AA+	AA+	AA+	AA+
4. Number of Purchasing Transactions	7,574	7,609	7,700	7,700
5. Dollar Value of All Purchasing Transactions	$45,549,772	$46,777,161	$47,000,000	$47,000,000
6. Direct Deposit Participation Rate	82%	80%	85%	85%

2021 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. Complete the setup and testing of the Human Capital Management (HCM) module in anticipation of a go live date in FY 2021.

2020 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: Current tax collections are just under 98% for June 30, 2019. The number of properties mailed "intent to lien" notices was down from the prior year due to the mailing of the friendly tax delinquency notices in February and April.

2. Continue to maintain or improve the City's current bond ratings.
   9-Month Status: The City continues to be in close contact with rating agencies to maintain the best rating going forward.

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 Purchasing Manager achieved CPPB certification and was named Chair of the NHGFOA Cooperative Purchasing and Procurement Committee. In 2020, the City has purchased off the following cooperative purchasing contracts: Metropolitan Area Planning Council/Greater Boston Police Council; Sourcewell; HGAC; Massachusetts Higher Education Consortium and the Northeast/Merrimack Valley Chemical Consortium. Fixed price contracts were signed for gasoline, diesel, natural gas and electricity supply. The contract term for gasoline/diesel is through June 30, 2021; natural gas is through November 31, 2021; and electricity supply is through December 26, 2023.

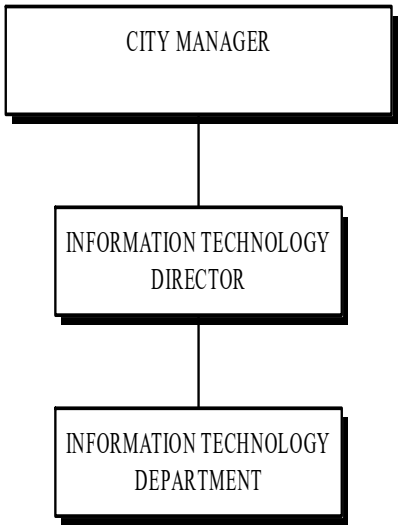
4. Work with first phase of Financial module of the new Enterprise Resource Planning (ERP) software go live date of July 1, 2019, and begin the setup and testing of the Human Capital Management (HCM) module in anticipation of an April 1, 2020 go live date.
   9-Month Status: The Financial module of the new ERP software went live on August 1, 2019. The City is successfully using the Requisition, Accounts Payable, Project Ledger, Cash Receipting, General Billing, Budgeting and Financial Reporting modules within the Financial software. Setup and training on the Human Capital Management (HCM) module was begun, but training has been temporarily suspended due to the Covid-19 pandemic. The original April 1, 2020 go live date for HCM has been extended to July 1, 2020, but will likely be extended further into FY 2021 given the current health crisis.

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 DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

1. Database Analysts and System Development: Support all database and Enterprise Resource Planning systems across all departments, including, but not limited to fleet management, personnel records, telephone records, SQL reporting functions, as well as day-to-day support of integrated disparate systems.

2. Network and Operations Management: Support all network activities, security, system access, hardware management, virtualized software management, printing, servers, desktop systems and helpdesk responses.

Information Technology

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Expense					
Compensation	$520,980	$558,763	$574,768	$565,270	$597,276
Fringe Benefits	$223,408	$234,921	$235,155	$234,947	$246,990
Outside Services	$144,257	$134,137	$159,568	$163,910	$174,033
Supplies	$1,626	$1,172	$1,800	$1,800	$1,800
Insurance	$4,050	$4,390	$4,220	$4,200	$4,250
Total Expense	**$894,322**	**$933,383**	**$975,511**	**$970,127**	**$1,024,349**

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Number of Support Calls	3,100	3,200	3,950	4,400
2. Network Availability - Estimated Percentage	99.6%	99.7%	99.6%	99.6%
3. Average Website Visitors per Month	43,000	45,000	47,000	47,000
4. Number of Employee Systems Supported	490	503	540	550
5. Average Age of Hardware Systems	3.4	2.9	3.3	2.8

2021 Goals:

1. Continued support of Legacy ERP System and implementation of new ERP System. New modules for FY 2021 are tentatively the HR and payroll modules, including a self-serve portal for employees.
2. Implement a new ERP integrated permitting system with Energov from Munis software. This will be implemented across Engineering, Code Administration, and Planning Divisions of the Community Development Department. Targeted go-live dates are November and December of 2020.
3. Refresh 220 desktops and notebooks across the Enterprise.
4. Replace and upgrade Fire Department mobile terminals. This will include analysis on the portability of the units on site of incidents, and the secure nature of their data transmissions.
5. Replace legacy Citizen Request Tracker online citizen response tool. This will affect all departments who take citizen requests, but primarily General Services.
6. Upgrade 20% of network infrastructure switches to replace out of manufacture supported hardware. This will improve our internal security and performance.

2020 Goals Status

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.
   9-Month Status: Partially completed. Infrastructure and wiring have been completed, yet we are still waiting for fiber connectivity to the City network to complete all data and telephone connections, and complete teleconferencing 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.
   9-Month Status: Partially completed. Financials have been migrated and live within our new Munis ERP system, yet our Human Resources module, including payroll, has been delayed.

Information Technology

2020 Goals Status (continued)

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.
   9-Month Status: Delayed until Fall 2020.

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.
   9-Month Status: Ongoing. Extensive custom CIP and budgeting tools have been developed for in house use, as well as utility importing tools to integrate with the new ERP system. More will need to be developed for custom reporting needs as we go forward.

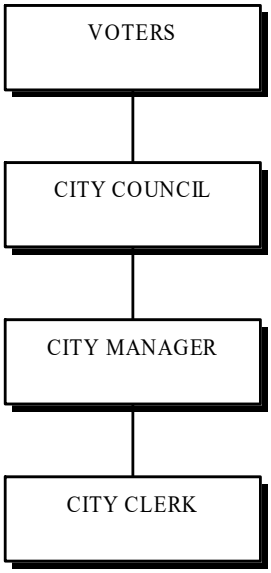
5. Replacement of Office productivity suite across the enterprise. All departments will be upgraded from MS Office 2010 to Office 2019, with alternate options (Google Docs) being implemented in targeted areas.
   9-Month Status: Partially completed. We have implemented approximately 25% of upgraded MS office tools, yet have been delayed due to application compatibility issues with the legacy ERP system and the delayed implementation.

City Council

Mission

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

CITY COUNCIL
ORGANIZATIONAL CHART



City Council

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Expense					
Compensation	$16,000	$15,250	$16,000	$16,000	$16,000
Fringe Benefits	$1,246	$1,198	$1,248	$1,252	$1,248
Outside Services	$15,451	$16,860	$22,070	$22,340	$20,895
Supplies	$1,333	$696	$1,250	$1,250	$1,250
Insurance	$150	$140	$130	$130	$120
Total Expense	**$34,180**	**$34,145**	**$40,698**	**$40,972**	**$39,513**

CY 2020-2021 Priorities

Members of City Council met on February 18, 2020, to discuss and set priorities for CY 2020 and CY 2021. The following items are the top priorities that members of Council chose for 2020-2021.

1. Balanced Budget Issues: FY 2021 and FY 2022
2. Community-wide Economic Development Initiatives to Expand Tax Base
3. Public Safety Work
4. Public Information, Marketing and Communications
5. Working with State and Federal Government
6. Enhanced Community Events/Arts
7. Sustainability Initiatives
8. Recreation and Parks

CY 2020-2021 Ongoing Initiatives

1. Former Tannery Site/Park
2. Enhanced Neighborhood Street Programs

CY 2020-2021 Goals Status

GOAL 1. BALANCED BUDGET ISSUES: FY 2021 AND FY 2022

a) Collective Bargaining/Contract Negotiations: The City is currently in negotiations with UAW, CPPA, and IAFF. UAW and CPPA collective bargaining agreements expired on December 31, 2019, but both groups have reached tentative agreements. The IAFF collective bargaining agreement expires on July 1, 2020. The City entered into collective bargaining agreements with both AFSCME and CPSA, which included 2.75% cost of living adjustments and an agreement to go to a high deductible health care plan as the premium driver.

b) Health Insurance Costs: Health insurance costs decreased in FY 2020. The City has received a not to exceed rate of 6% from its carrier, Harvard Pilgrim Health Care, effective July 1, 2020; and hopes to negotiate a better rate before the actual renewal. 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 January 2020, the medical portion of the plan was increased by $5.68 due to the Affordable Care Act Health Insurance Fee. This brings the total Medicare coverage cost to $373.98 per month.

c) Capital Financing Alternatives/Storm Water Utility**:** The Engineering Division, with consultants from Tighe & Bond, gave a presentation to the Fiscal Policy Advisory Committee on their evaluation of the City's potential creation of a storm water utility fund. The committee recommended staff return in the fall of 2020 after conducting public outreach and meetings with stakeholders in the community.

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

a) Employment Security: In February 2020, the City received proposals from multiple developers interested in acquiring and redeveloping the former NH Employment Security property. Upon consultation with the City Council in non-public session on March 9, 2020, a list of developers to be interviewed was established. Interviews have been scheduled for late April 2020.

b) Opportunity Corridor: Storrs Street North Extension (CIP #18): Discussions are ongoing with Pan Am railways and the NH Department of Transportation (NHDOT) concerning this project. The schedule for this project will be addressed in the forthcoming FY 2021 Capital Improvement Program.

c) Exit 17/Whitney Road: The traffic study commissioned by Laurie and David Rauseo, which examined the impact of a possible roundabout at the Whitney Road/Hoit Road intersection, is under review by NHDOT.

d) Exit 13: The developer has not formally submitted any plans to date. The changing dynamics of the economy due to COVID-19 have already impacted this project with retailers/restauranteurs withdrawing due to broader impacts on their businesses. The housing piece of this multi-phase development may move forward first.

e) Housing: Prior to the economic impact of COVID-19, new market rate housing construction was proceeding at a steady pace. New single family homes in Concord were selling for $350,000-$400,000 in the active developments in the north Concord and Penacook areas.

   In terms of multifamily housing, construction on the Penacook Landing project is proceeding and the CATCH Penacook development is slated to break ground this summer. Phase I features 34 units and will be completed in September 2020. It is anticipated that Phase II, which will feature 20 units, will begin construction in spring 2021.

GOAL 3. PUBLIC SAFETY WORK

a) Opioid/Substance Abuse: The Police Department continues to take an aggressive stance in combatting illegal drug issues facing the City. The Department works closely in this effort with stakeholders in the community and throughout the State to include other police agencies, service providers, City Departments and the court system. The Police Department 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 the City of Concord.

   During the fall of 2019, the Police Department received a grant award in the amount of $50,000 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Shield). These funds continue to be utilized by the Department to cover overtime costs associated with conducting illegal drug investigations in the City and surrounding towns. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the city. During the first three months of 2020, the Department arrested 54 individuals on illegal drug related charges.

   The Department also maintains a prescription drug drop box in the lobby of the police station. 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 months of 2020, over 140 pounds of prescription drugs were turned in by members of the community. The Department also continues to participate in the U.S. Drug Enforcement Administration's National Drug Take Back Days.

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

GOAL 3. PUBLIC SAFETY WORK (continued)

The Fire Department continues to be very active with its collaboration to address substance abuse. In addition to being part of the Capital Area Substance Abuse Disorders Leadership Team, the Department is fully participating with the Homeless Provider Network, which also hosts monthly meetings in Concord and is made up of various agencies within the capital area that are working within the homeless population including Concord Police, Concord Coalition to End Homelessness, Community Action Program, the Salvation Army, the Public Health Network, and others. The Fire Department has also secured a voting seat on both of the Governor's Opioid and Prevention Task Forces.

During the first three months of 2020, the Project FIRST Director distributed 124 naloxone kits to individuals or their family supports; and taught 11 classes on substance abuse, naloxone usage, and hands only CPR to 129 participants. There is a current case load of 17 individuals. There were four complete successes, meaning the individual was encountered, enrolled into Project FIRST, entered into treatment, successfully completed treatment and is still in recovery as of March 31, 2020. The Fire Department was also appointed as a voting member of the Governor's Opioids and Prevention Task Force in February 2020.

COVID-19 impact has resulted in a temporary stoppage to all public classes. The Fire Department is also temporarily unable to expand the classes and Project FIRST to the Capital Area Fire Mutual Aid Compact (22 surrounding towns), which was in the grant proposal and officially re-authorized by Governor and Council in February 2020. The Department is still engaging patients and families who are seeking assistance with treatment and recovery. However, the Department is using more personal protective equipment practices and telephone and Webex options when appropriate.

b) Community Policing: During the first three months of 2020, the Police Department has been involved in a number of initiatives designed to further its relationship with the community. As part of these initiatives, the Department has hosted community meetings with multiple community organizations throughout the City. The Department is also active in staying involved with the New American community.

The Police Department has participated in several other programs to help promote community interaction with both children and adults. With the assistance of several local businesses, the Department hosted two "Coffee with a Cop" events in the City. These highly successful events offer an opportunity for community members to interact with the City's police officers in a relaxed atmosphere. Officers are available to answer any questions that residents may have and are able to foster a positive collaborative relationship between the Department and the community.

During the first three months of 2020, the Department scheduled a Rape Aggression Defense (RAD) class, but it was canceled due to not having enough participants. 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.

Due to the unfortunate trend of mass shootings occurring in businesses and schools throughout the country, the Police Department has been offering active shooter training seminars. Since the start of 2020, the Department participated in one active shooter training with over 20 attendees. The Department also conducted six safety presentations for local businesses and the New Hampshire Technical Institute, as well as two fraud educational presentations for seniors.

The Police Department continues to work on new initiatives to assist in community engagement. One of the most positive initiatives that the Department recently deployed was the introduction of a police comfort dog. Liberty, an almost two year old female Labrador retriever, has been instrumental in interacting with community members and members of the Police Department. She has been deployed to numerous scenes and locations where violent or traumatic events have occurred to help lend relief to those suffering or affected by the incident. Liberty has also engaged those suffering from mental health issues, and has also made appearances at schools, hospitals and other venues. She has participated in many social and community events throughout the City and has a large following of supporters.

GOAL 3. PUBLIC SAFETY WORK (continued)

In December 2019, 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 Police 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 has been known as *Operation Blue Elf*. Police officers and civilian support staff made great strides in completing this mission by the close of 2019. *Operation Blue Elf* was a community policing success and has continued into early 2020.

The Department's Adverse Childhood Experience Response Team (ACERT) launched in October of 2019. This team is made up of a member of the Concord Police Department, a member from Riverbend Community Mental Health, and a member from Merrimack County Human Services. The team deploys to residences where children have been exposed to violence. At the residences, the team meets with the families and assesses the situation to determine next steps that can be taken for the child, such as support groups, mental health counseling, early childhood education, or child-parent psychotherapy. ACERT made 94 home visits during the first three months of 2020. Recently, however, home visits have been put on hold due to the COVID-19 pandemic. The team has still been able to follow up with families by phone. For the second half of March, the team contacted over 20 families by phone.

The 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.

c) Working with School Districts: Prior to the COVID-19 outbreak, the Police Department had three officers assigned as School Resource Officers (SRO). Officers were assigned to Concord High School, Merrimack Valley High School, and Merrimack Valley Middle School. Each of these officers is responsible for the safety and security of the schools' campuses, to act as mentors and educators, to be community policing liaisons, and to be problem solvers. The SRO's are also expected to help guide students through personal, educational, and social pressures that are part of being an adolescent.

During the first three months of 2020, the Department was extremely active in all of the schools throughout the City. The Department currently has six officers trained in D.A.R.E. The D.A.R.E. Program is designed to teach students at an early age the dangers of drug and alcohol use. This program has been widely successful and appreciated throughout the schools.

Officers also participated in "Police Readers" throughout the schools in the Concord and Merrimack Valley School Districts. Officers go into first and second grade classes where they read the class a book and answer any questions the children might have.

During the first three months of 2020, members of the Police Department presented two internet safety talks in the Concord and Merrimack Valley School Districts to help educate students about the dangers of the internet and social media and how to avoid being victimized. Officers provide suggestions to students on how to protect themselves from becoming victims.

The Police Department will also be assisting the Concord School Board by participating as a member of a task force focused on developing a strategic plan for improving student safety and wellbeing. This task force will also involve a variety of stakeholders from within the Concord community, and will be facilitated by Gerri King, Ph.D., a nationally recognized organizational facilitator.

d) Recruitment: During the first quarter of calendar year 2020, the Police Department has aggressively worked to recruit staff. Staffing and training continues to be one of the Department's main priorities and will remain so until our agency stabilizes our work force. During this time period, the Department had 15 vacant full-time sworn police officer positions and three vacant full-time civilian positions.

GOAL 4. PUBLIC SAFETY WORK (continued)

The Police Department worked to attract qualified police applicants as well as civilian workers. Of the 15 vacant sworn positions, four positions were in the supervisory ranks and 11 positions were for entry level police officer positions. The Department was very successful at running several promotional processes and has established lists in order to backfill both lieutenant and sergeant positions as needed. This will ultimately allow the backfill hiring of four entry level police officer positions, as the supervisory positions are filled by current staff members.

The Department has hired three new police officers; however, they have not started their employment yet. These three new police officers will officially start on April 12, 2020. Additionally, the Department recruited six other police officer candidates who are currently in various stages of the hiring process. All six candidates appear to be very promising for hire. One of the six officer candidates is an experienced full-time sworn police officer from Maryland. The other five candidates have no experience and will need to attend the New Hampshire Police Academy. Recruiting experienced police officers from our area continues to be a challenge.

All nine of the above-mentioned police officer candidates were the result of targeted recruitments. Department staff put in countless hours to identify, meet, and recruit these candidates one on one. We work to educate them on our hiring process and the transition to become a police officer. We expect to move forward with the remaining six candidates by mid-year. Being that the vast majority of applicants will need to attend the New Hampshire Police Academy, we are reliant on space availability at the Police Academy for these hires.

The three vacant civilian positions at the Police Department are for police dispatchers. During the first quarter of 2020, the Department held a dispatcher recruitment process. We have streamlined our hiring process and have identified six promising dispatcher candidates, of which we will hire three.

It is critically important to understand that in light of the COVID-19 pandemic, many of our fellow police agencies have postponed their hiring and recruitments. The Concord Police Department has not stopped efforts with regards to recruitment or hiring. We have found creative ways to connect with applicants and conduct interviews in a responsible and safe manner. We have continued to push forward despite these challenging times.

GOAL 4. PUBLIC INFORMATION, MARKETING, AND COMMUNICATIONS

a) Overall Economic Development: In addition to standard business attraction/retention efforts, the Economic Development Director worked with three clients that are making direct investments in businesses in Concord to assist in the development process (Teatotaller, Doggy Day Care Kennel, and a corporate acquisition). Social media communication continues. The Economic Development Director began outreach to businesses with resource assistance during the COVID-19 state of emergency; co-created a business survey with the Greater Concord Chamber of Commerce to gauge needs during the shut-down; and followed up with impacted business owners.

b) Concord TV: The City of Concord works closely with Concord TV on a variety of initiatives including informational videos, public service announcements, event promotion and coverage, and monthly podcasts.

c) Concord/Merrimack Valley School District: The City is working with the Concord and Merrimack Valley School Districts to enhance their presence on the City website. The City and school districts are also exploring other ways to collaborate.

GOAL 5. WORKING WITH STATE AND FEDERAL GOVERNMENT

a) Transportation with NHDOT: Mayor Bouley announced that he was going to empanel a committee of citizens to review the I-93 widening project.

GOAL 5. WORKING WITH STATE AND FEDERAL GOVERNMENT (continued)

b) Department of Justice/Garages: The General Court of New Hampshire, in coordination with the NH Department of Administrative Services, sought proposals for the preliminary study of constructing a new office building to house the New Hampshire Department of Justice, certain Legislative space, and a new parking garage. The work was scheduled to be undertaken in the fall of 2019 and deliverables completed by calendar year end. However, to date an award has not been made.

c) Stickney Avenue: Staff has met with NHDOT representatives on the future of the State's Stickney Avenue properties. Those conversations were ongoing but have been temporarily paused pending the resolution of the COVID-19 state of emergency.

GOAL 6. ENHANCED COMMUNITY EVENTS/ARTS

a) Promote Community Events with Community Partners: Unfortunately, the COVID-19 state of emergency has led to the cancelation or postponement of many special events in our community that typically would take place in spring and early summer.

GOAL 7. SUSTAINABILITY INITIATIVES

a) Form Based Code: After a successful series of stakeholder and public meetings in February, the draft of the first phase is now undergoing the City's legal review.

b) Street Light Re-Lamping: While significant progress has been made in this effort, the City continues to work with Unitil and the City's energy consultant, Beacon Integrated Solutions, to formalize a program to replace current street lights with LED lights.

c) Renewable Energy and Conservation: At its April 13, 2020 meeting, the City Council approved a recommendation from City Administration to award a bid for a small scale, "behind the meter" facility located at the Hall Street Wastewater Treatment Facility, in the front of the parcel. The City is projected to save up to $100,000 over the life of the project (slightly less if the system has to export some of the generation due to added costs).

d) Recycling: The General Services Department has been diligently working with property management firms and condominium associations to address contamination in the multi-family recycling stream. Recycling contamination has been recognized as a significant detriment to maintaining a successful recycling program through industry changes.

GOAL 8. RECREATION AND PARKS

a) Athletic Fields: The Parks and Recreation Department coordinates the reservations and maintenance of the City's parks and athletic fields. During the course of the year the following fields are maintained and reserved for numerous user groups: four baseball fields, five lacrosse fields, seven softball fields, two flag football fields, three football fields, one field hockey field, and 19 soccer fields.

During the spring and fall months (April to early June and late August to end of October), the main users of our fields are the three high schools, youth spring leagues, and our in-house department youth leagues. During the summer months, the main users of the fields are adult softball leagues, Sunset Baseball, adult baseball leagues, Babe Ruth baseball, the NH Wild Baseball Team and various summer camps.

Working with the Recreation and Parks Advisory Committee and members of the Keach Park Community, the Department continues to have a soccer field at Keach Park from early April to the end of October. This field is reserved for community use two evenings a week and all day on Sundays.

GOAL 8. RECREATION AND PARKS (continued)

b) Terrill Park: The new Master Plan for Terrill Park has been approved and is fully permitted. Phase 1 of the project was approved in the fall of 2019, which includes a new upper parking lot, a new dog park, the paved Merrimack River Greenway Trail, and related site improvements. The work is scheduled to begin in May with Phase 1 being completed by the end of August. Phase 1 is funded in partnership with the Friends of the Merrimack River Greenway Trail, a grant from the Land and Water Conservation Fund, and the City of Concord.

c) Merrimack River Greenway Trail (MRGT): The City is engaged in ongoing discussions with property owners, stakeholders, and potential partners concerning the possible acquisition of private property to support future development of the MRGT.

d) City Trail System: As the Governor's State of Emergency was implemented, there was a significant uptick in trail usage leading to some concerns from the general public about parking and lack of social distancing. The Conservation Commission put out messaging to advise the community of the availability of other less popular trails as alternatives.

ONGOING INITIATIVE 1. TANNERY SITE/PARK

In 2004, the City held a design charrette for the purposes of soliciting public input concerning redevelopment of the former Allied Leather Tannery complex at 23-25 Canal Street. As part of that exercise, the community expressed a strong desire to develop a new public riverfront park at the Tannery property to support future redevelopment of the site, as well as revitalization of Penacook Village.

In 2012, the City acquired additional property at 5-11 Canal Street to support future development of the park. As part of marketing efforts conducted for the Tannery site in 2008 and in 2015, the City commissioned various conceptual site plans for the former Tannery complex, which included a new riverfront park.

In conjunction with the sale of the portion of the Tannery site located at 35 Canal Street to the Caleb Development Corporation for the Penacook Landing housing project in September 2020, the City retained a 1.53 acre parcel with approximately 500 feet of frontage on the Contoocook River for the future riverfront park.

The current park concept plan was commissioned by the City in 2015 and had an estimated total cost of $950,000. The concept included full reconstruction of the Canal Street Public Parking Lot. Adjusting for inflation, the estimated total cost of the project is $1.35 million. It is anticipated that the total cost of the park will be supported by the Penacook Village Tax Increment Finance District, as well as with recreational impact fees. The schedule for the design and construction of the park will be addressed in the FY 2021 Capital Improvement Program.

ONGOING INITIATIVE 2. ENHANCED NEIGHBORHOOD STREET PROGRAMS

The FY 2020 Paving Project will be completed by Continental Paving this summer. At the March City Council meeting, Council approved the addition of Bog Road to be paved this summer, as well as the use of $750,000 received last fall from the State Highway Block Grant fund. Continental Paving will start work on April 13, 2020, with a completion date of late October.

City Council

City Boards and Commissions

Board/Commission	# of Members
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
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

City Council

City Boards and Commissions (continued)

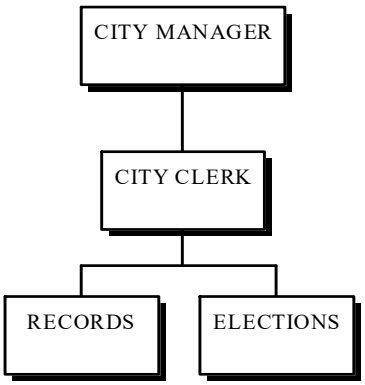
Board/Commission	# of Members
Sears Block TIF District Advisory Committee	7
Solid Waste Advisory Committee	14
State-Capitol Region Planning Commission	10
Tax Exemption Policy Committee	5
Taxicab Licensing Board	3
Technical Review Committee	7
TPAC – Bike & Pedestrian Subcommittee	6
TPAC – Public Transportation 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 DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

1. Record, preserve, manage and issue all vital record events occurring within the City, including birth, marriage, divorce and death records.

2. Conduct and preserve the integrity of all local, state and national elections; issue dog licenses; and maintain many of the City's most important records.

3. Act as the liaison between the public and the Mayor and City Council.

4. Prepare all City Council meeting agendas, minutes, and official notices.

City Clerk

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Licenses	$29,812	$31,183	$32,300	$32,000	$32,800
Recording Fees	$7,955	$9,885	$6,000	$6,000	$6,000
Sundry Services	$49,593	$57,906	$46,120	$50,000	$46,120
Other Revenue	$455	$4,935	$150	$395	$300
School District Payments	$3,364	$7,561	$3,000	$3,350	$6,500
Total Revenue	**$91,179**	**$111,469**	**$87,570**	**$91,745**	**$91,720**
Expense					
Compensation	$277,646	$326,504	$345,515	$328,470	$358,082
Fringe Benefits	$97,643	$106,196	$107,613	$88,709	$110,473
Outside Services	$9,513	$15,861	$18,275	$16,690	$17,646
Supplies	$10,779	$26,444	$23,275	$14,000	$22,300
Insurance	$2,650	$2,580	$2,250	$2,240	$2,470
Total Expense	**$398,230**	**$477,585**	**$496,928**	**$450,109**	**$510,971**

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Birth Certificates Issued	2,622	2,750	2,804	2,700
2. Marriage Certificates Issued	983	1,170	1,345	1,100
3. Death Certificates Issued	2,797	3,850	4,417	3,750
4. Divorce Records Issued	202	224	230	200
5. Marriage Licenses Issued	404	466	320	350
6. Marriage Ceremonies Performed	123	127	25	100
7. Dog Licenses Issued	5,551	5,127	5,600	5,400
8. Notice of Intent to Issue Summons	250	276	250	250
9. Voter Registrations Processed	408	2,551	2,700	3,200
10. Absentee Voters Serviced	175	1,867	1,223	2,600
11. Average Number of Ballots Cast	5,057	28,631	20,682	30,000

2021 Goals

1. Ensure that staff continues to participate in all training relevant to vital records administration and election law to ensure efficiencies in customer service office responsibilities.
2. Advertise, recruit, and train new election officials to fill vacancies within the City's wards so that wards are fully staffed for the upcoming elections.
3. In preparation for the upcoming State Primary and the upcoming State General Elections, hold numerous election official trainings and voter registration fairs throughout the city.

City Clerk

2020 Goals Status

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.
   9-Month Status: The City Clerk's office remains available to assist other staff members with implementation of the automated agenda system.

2. 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.

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.
   9-Month Status: The City Clerk's Office, with help from the City's Public Information Officer, used social media as a tool to recruit residents to fill some vacant ward official seats within the city. Staff held multiple ward official trainings prior to the Presidential Primary Election held in February 2020; sessions were very effective.

4. In preparation for the upcoming Presidential Election in 2020, hold numerous election official trainings and voter registration fairs throughout the city.
   9-Month Status: As stated above, staff held multiple ward official training sessions prior to the Presidential Primary Election held in February 2020; sessions were very effective. Staff will hold additional training/refresher sessions prior to the September State Primary, as well as the November General Election.

5. Working with the Public Information Officer and Concord TV, better educate and inform the public, via social media and television, of upcoming election and dog licensing related information.
   9-Month Status: The City Clerk's Office, with help from the Public Information Officer, utilized social media and Concord TV to get information out to the community regarding elections and dog licensing. Social media was very effective.

General Overhead

Revenue	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Transfers					
Transfer In - Trust	$409,369	$213,761	$32,500	$32,500	$15,000
Transfer In - Inspection	$1,870	$1,810	$1,700	$1,700	$1,900
Transfer In - Parking	$97,550	$97,610	$97,650	$97,500	$97,650
Transfer In - Airport	$31,431	$33,260	$33,858	$33,858	$33,800
Transfer In - Conserv Prop	$45,000	$29,000	$20,000	$20,000	$25,000
Transfer In - Impact Fee	$57,890	$104,540	$95,000	$95,000	$0
Transfer In - Arena	$46,544	$49,987	$47,723	$47,723	$46,667
Transfer In - NEOCTIF	$38,300	$40,215	$42,226	$42,226	$44,335
Transfer In - Sears Block TIF	$433,392	$432,140	$422,579	$422,579	$414,185
Transfer In - Penacook TIF	$1,512	$1,590	$1,670	$1,670	$1,750
Transfer In - Water	$469,821	$508,375	$520,259	$520,259	$520,459
Transfer In - Wastewater	$597,310	$649,105	$655,309	$655,309	$655,509
Subtotal	**$2,229,989**	**$2,161,393**	**$1,970,474**	**$1,970,324**	**$1,856,255**
Special Programs					
Cable TV Franchise	$889,139	$844,815	$832,500	$837,150	$833,110
Transfer In - Trust	$87,000	$180,000	$135,500	$135,500	$125,000
Subtotal	**$976,139**	**$1,024,815**	**$968,000**	**$972,650**	**$958,110**
Risk and Insurance					
Retiree Health Insurance	$1,411,249	$1,449,900	$1,409,670	$1,334,900	$1,338,680
Insurance Dist and Credits	$0	$253,917	$0	$99,935	$0
Subtotal	**$1,411,249**	**$1,703,817**	**$1,409,670**	**$1,434,835**	**$1,338,680**
Social Service Agencies					
Donations	$0	$13,125	$10,000	$10,000	$10,000
Subtotal	**$0**	**$13,125**	**$10,000**	**$10,000**	**$10,000**
Total Revenue	**$4,617,377**	**$4,903,149**	**$4,358,144**	**$4,387,809**	**$4,163,045**

General Overhead

Expense	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Transfers					
Transfer Out - Trust	$2,963,479	$3,094,169	$3,008,534	$3,018,534	$1,758,322
Transfer Out - Parking	$0	$40,706	$38,099	$38,099	$48,932
Transfer Out -Grts & Donations	$0	$0	$10,000	$0	$0
Transfer Out - Golf	$48,000	$62,750	$57,351	$50,251	$40,596
Transfer Out - Gen Cap Proj	$391,750	$873,450	$454,250	$454,250	$412,500
Subtotal	**$3,403,229**	**$4,071,075**	**$3,568,234**	**$3,561,134**	**$2,260,350**
Special Programs					
Special Programs	$402,597	$402,820	$379,800	$379,800	$379,800
Subtotal	**$402,597**	**$402,820**	**$379,800**	**$379,800**	**$379,800**
Debt Service					
Bond Costs	$53,851	$86,453	$57,030	$26,800	$49,200
Principal	$4,530,636	$5,203,475	$5,412,500	$5,412,500	$5,836,390
Interest	$1,506,008	$1,732,335	$1,885,300	$1,885,300	$1,851,849
Subtotal	**$6,090,494**	**$7,022,263**	**$7,354,830**	**$7,324,600**	**$7,737,439**
Risk and Insurance					
Retiree Health	$2,179,679	$2,292,328	$2,240,990	$2,200,000	$2,279,880
Professional Services	$0	$0	$5,000	$0	$5,000
Insurance Deductible	$9,369	$8,918	$15,000	$10,000	$15,000
Subtotal	**$2,189,048**	**$2,301,245**	**$2,260,990**	**$2,210,000**	**$2,299,880**
Contingency					
Contingency	$0	$0	$120,000	$0	$140,000
Subtotal	**$0**	**$0**	**$120,000**	**$0**	**$140,000**
Comp Adjustment					
Full Time	$0	$0	$421,958	$0	$172,980
Subtotal	**$0**	**$0**	**$421,958**	**$0**	**$172,980**
Street Lighting					
Electricity	$509,357	$516,170	$510,000	$518,000	$518,000
Subtotal	**$509,357**	**$516,170**	**$510,000**	**$518,000**	**$518,000**
Social Service Agencies					
Special Programs	$316,780	$346,780	$346,780	$346,780	$341,780
Subtotal	**$316,780**	**$346,780**	**$346,780**	**$346,780**	**$341,780**
Total Expense	**$12,911,504**	**$14,660,354**	**$14,962,592**	**$14,340,314**	**$13,850,229**

Note: See “Supplemental Budget Information” on the following page for further detail regarding Special Programs and Social Service Agencies.

General Overhead

Supplemental Budget Information

Special Programs	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Expense					
Concord Community Television	$342,597	$336,537	$313,800	$313,800	$313,800
League of NH Craftsmen	$0	$6,283	$5,000	$5,000	$5,000
Holiday Celebrations	$5,000	$5,000	$6,000	$6,000	$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
Total Expense	**$402,597**	**$402,820**	**$379,800**	**$379,800**	**$379,800**

Social Service Agencies	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Expense					
Community Action Program	$17,710	$17,710	$17,710	$17,710	$17,710
Capital Area Transit (CAT)	$165,350	$165,350	$165,350	$165,350	$165,350
Crisis Center of Central NH	$12,500	$12,500	$12,500	$12,500	$12,500
C.C to End Homelessness	$0	$30,000	$30,000	$30,000	$30,000
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
New American Africans	$5,000	$5,000	$5,000	$5,000	$0
Penacook Community Center	$28,000	$28,000	$28,000	$28,000	$28,000
Total Expense	**$316,780**	**$346,780**	**$346,780**	**$346,780**	**$341,780**

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 2021.

League of NH Craftsmen
Level funding is recommended for the League of NH Craftsmen for FY 2021.

Cable TV Franchise/System
The fee for the cable TV franchise with Comcast for FY 2021 increased slightly from FY 2020. Funding for Concord TV for FY 2021 is level funded 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 2021 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 2021. 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 2021.

Health Ins-Employee & Retiree
Includes the full cost of health insurance for retired employees. Overall, 58.7% 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 2021.

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 41.16% increase over FY 2020 funding. Level funding in the amount of $17,710 is recommended for FY 2021.

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 2021; $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 2021.

Penacook Community Center
Agency requested $28,000 for this fiscal year, which represents no increase over FY 2020 funding. Level funding in the amount of $28,000 is recommended for FY 2021. 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 2020 funding. Level funding in the amount of $57,000 is recommended for FY 2021. 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 12.11% increase over FY 2020 funding. Level funding in the amount of $31,220 is recommended for FY 2021. 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 2020 funding. Level funding in the amount of $12,500 is recommended for FY 2021. 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 2020. Level funding in the amount of $30,000 is recommended for FY 2021.

New American Africans
FY 2020 was the last year of funding for this organization.

Public Safety

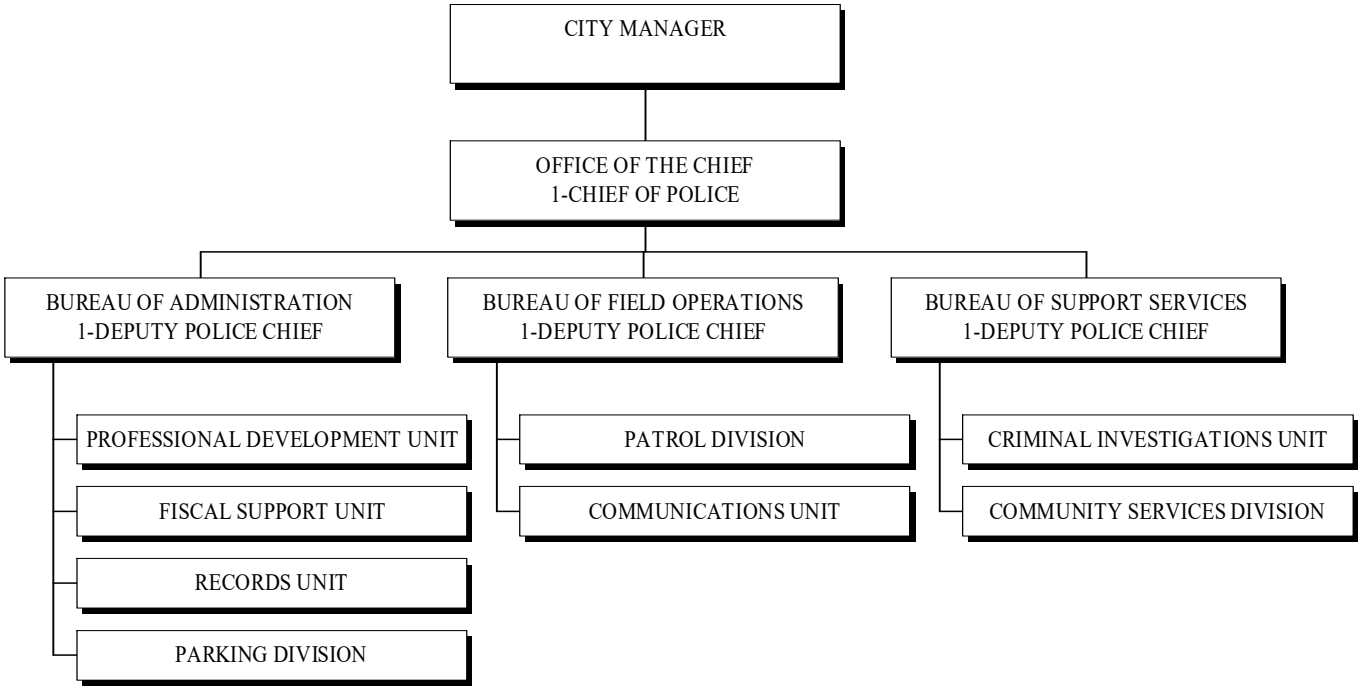
	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Police	$736,623	$527,536	$698,775	$628,050	$707,215
Fire	$3,042,926	$3,286,742	$3,052,592	$3,075,955	$3,080,579
Total Revenue	**$3,779,549**	**$3,814,278**	**$3,751,367**	**$3,704,005**	**$3,787,794**
Expense					
Police	$11,981,220	$12,689,195	$12,907,755	$12,748,884	$13,705,191
Fire	$14,067,561	$14,315,443	$14,415,948	$14,349,078	$14,345,971
Total Expense	**$26,048,782**	**$27,004,637**	**$27,323,703**	**$27,097,962**	**$28,051,162**

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 Department's Parking Division also operates under this Bureau.

2. The Bureau of Field Operations consists of both the Patrol Division and the Communications Unit. The Patrol Division performs day to day police functions which include responding to calls for service, traffic enforcement, criminal investigation, and community policing initiatives. The Communications Unit receives information via various mediums and subsequently dispatches the information to officers in the field. The Communications Unit also coordinates the dissemination and retention of criminal history and motor vehicle records.

3. The Bureau of Support Services consists of the Criminal Investigations Division and Community Services Division. The Criminal Investigations Division investigates major criminal offenses, drug investigations, computer crimes, and juvenile offenses. The Community Services Division coordinates the Department's efforts in community policing and community engagement.

Police

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Parking Penalties	$115,281	$76,160	$100,000	$57,000	$100,000
False Alarm Penalties	$36,608	$27,162	$25,000	$28,000	$25,500
Other Permits	$3,505	$2,670	$2,000	$3,500	$2,500
Reports, Prints, and Copies	$22,783	$471	$500	$350	$500
Special Duty Services	$321,321	$213,908	$275,000	$250,000	$280,000
Police Patrol Servics	$10,574	$7,447	$6,400	$4,200	$6,400
Cruiser Rental Fee	$38,120	$20,896	$27,000	$36,000	$30,000
Police Witness Fees	$8,057	$5,045	$6,000	$4,200	$6,000
Other Revenue	$17,517	$8,821	$9,700	$2,000	$3,200
Drug Forfeiture or Restitution	$12,754	$9,646	$10,000	$4,500	$5,000
School District Payments	$150,103	$155,308	$237,175	$238,300	$248,115
Total Revenue	**$736,623**	**$527,536**	**$698,775**	**$628,050**	**$707,215**
Expense					
Compensation	$7,414,573	$7,851,466	$7,954,744	$7,903,580	$8,386,994
Fringe Benefits	$3,957,527	$4,232,118	$4,269,839	$4,207,544	$4,628,202
Outside Services	$205,852	$202,381	$264,681	$230,850	$273,205
Supplies	$172,259	$176,537	$203,210	$189,300	$203,800
Utilities	$71,400	$76,278	$74,870	$77,820	$77,320
Insurance	$157,109	$149,140	$140,410	$139,790	$135,670
Capital Outlay	$2,500	$1,274	$0	$0	$0
Total Expense	**$11,981,220**	**$12,689,195**	**$12,907,755**	**$12,748,884**	**$13,705,191**

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Total Calls for Service	49,450	47,335	47,500	48,000
2. Total State Reportable Traffic Accidents	1,350	1,447	1,400	1,375
3. Total Traffic Fatalities	1	5	2	0
4. Total Traffic Summonses Issued	2,176	1,991	1,900	2,200
5. Total DWI Arrests	133	108	160	165
6. Total Domestic Violence Related Arrests	293	303	305	300
7. Drug Abuse Violations (Persons Arrested)	306	284	245	270
8. Total Part I Violent Crime Arrests	47	31	40	37
9. Total Custodial Arrests	2,611	2,821	2,725	2,700

Police

2021 Goals

1. Assess and evaluate the Department's response as it relates to the recent public health emergency in regards to planning and interoperability with other local, state, and federal agencies. Identify any shortcomings and implement appropriate corrective action to include training, equipment and supply management, communications, and any other issues that may have emerged.
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 to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate departmental efforts with other community stake holders, 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.
4. 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 and Crisis Treatment Center, 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.
5. 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. Provide training opportunities for continued employee development and succession planning. Particular attention should be given to provide training in employee wellness.

2020 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 community stake holders, 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.
   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 Police Department 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 the City of Concord.

   During the fall of 2019, the Police Department received a grant award in the amount of $50,000.00 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. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the city. During the first three quarters of FY20 the Department made arrests of over 170 individuals on 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 FY20, over 500 pounds of

2020 Goals Status (continued)

prescription drugs have been turned in by members of the community. The Department also continues to participate in the United States Drug Enforcement Administration's National Drug Take Back Days.

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

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.

   9-Month Status: Through FY 2020 the Department has been involved in a number of initiatives designed to further the relationship with the community. As part of these initiatives, the Department has hosted several community meetings involving the New American community. 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 several refugee events to help teach the youth of the New American communities the dangers of drug and alcohol use. The events 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 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 and conducted "Lunch with a Cop" and "Police Readers" events throughout the schools in the Concord and Merrimack Valley School Districts. The Department also participated in the "Love Your Neighbor" event at Keach Park, and hosted a bicycle rodeo during which children received instruction on safe bicycle operation and 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 FY 2020 the Department added two more officers to the D.A.R.E. program bringing the total of trained officers to assist teaching D.A.R.E. at all the schools in both the Concord and Merrimack School Districts to six. D.A.R.E. is designed to teach students at an early age the dangers of drug and alcohol use. This program has been widely successful and appreciated throughout the schools.

   During FY 2020, the Department sponsored twelve 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.

   Due to the unfortunate trend of mass shootings occurring in businesses and schools throughout the country, the Police Department has been offering active shooter training seminars. During FY 2020, the Department participated in 15 active shooter trainings with over 550 attendees. The Department has also conducted six safety presentations with local businesses, ten fraud education presentations for seniors, and six domestic violence presentations with the New American groups, Concord High School, and other community 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 potential dangers of the internet and how to avoid being victimized.

2020 Goals Status (continued)

The Department hosted National Night Out at Rollins Park in August 2019. This event promoted positive police and community engagement. Estimated attendance was over 3,000 people, with over 100 displays and vendors. The Department's National Night Out has become a banner event for the Department and community, and has greatly assisted in the Department's goal of promoting police and community cooperation and engagement.

During FY 2020 The Police Department proceeded to work on a new initiative to assist in community engagement. The Department partnered with Hero Pups of Exeter, NH, an organization dedicated to training therapy dogs for veterans and first responders dealing with post-traumatic stress disorder and other injuries. The Department received a trained comfort dog that engages citizens that have suffered a traumatic event or suffer from mental health issues, and also helps engage the public at schools, hospitals and other venues. Liberty, the one year old Labrador Retriever, and New Hampshire's first police comfort dog, has completed all of her training and is very active within the Department and community. She has participated in many social and community events throughout the City, and has also made many appearances at all of the schools throughout the City. Liberty has been certified to assist in interviews of children and other victims of crimes. Liberty was the first dog in New Hampshire to receive this certification.

In December of 2019, 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 Police 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. This program has been highly successful and one in which the Department members truly enjoyed participating. This is the second year that this anonymous donor has made a donation of $50,000, and this generosity has been a great help to many members of the community and also fostered the Department's relationship with the community.

In October 2019 with the assistance of Merrimack County Human Services Department and Riverbend the Department implemented an Adverse Childhood Experience Response Team (ACERT). This team is a partnership that has deployed to serve children who have been exposed to violence. The ACERT members have been trained to respond to incidents, assess situations, 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 Department was awarded grant funding in the amount of $60,000 from the Granite United Way to assist with the ACERT efforts. The Concord School District supplied funds to pay for the training of all officers in Trauma Informed Training. Since October 22, 2019 the ACERT team has conducted over 125 home visits.

The 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.

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.
   9-Month Status: During FY 2020 the Department worked very closely with Riverbend and Riverbend's Mobile Crisis Unit. The Department utilized the Mobile Crisis Unit when it was safe and appropriate to have the Mobile Unit respond to the scene when officers were 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 over 150 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 together we can improve its effectiveness. Riverbend has also opened their Crisis Treatment Center (CTC) and the Department is utilizing the CTC when individuals meet the standard set by Riverbend.

2020 Goals Status (continued)

The Department currently has three Crisis Intervention Team members and plans on adding more members to the Unit. The Department is working with Riverbend to schedule training for the Department's Crisis Intervention Team and other officers. During this time period the Department has responded to 315 calls involving mental health issues. Compared to the same time last year during which the Department responded to 308 calls involving mental health issues.

The Doorways program and Choices at Riverbend were also put into place to help those suffering from drug addiction. The Department utilized both programs to refer those seeking help with their addiction.

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: Over the last 9 months, the Department has seen significant staffing changes. In the beginning of July 2019, the Department had two openings for sworn police officers and one open vacancy for a fulltime police dispatcher position. Over the last 9 months, we have seen eight normal retirements and twelve other resignations. This created significant struggles for the Department. As part of these ordinary retirements we lost a Deputy Chief, a Commander of our Criminal Investigation Division, two Watch Commanders with extensive collateral duties, and four highly trained detectives.

Additionally, we saw a significant number of resignations to include the following. A Drug Enforcement Unit detective resigned for a federal law enforcement opportunity. Two new police officers resigned after having difficulty during their training period. Another new police officer resigned to pursue a municipal law enforcement job out of state near his home town. Another police officer resigned to move south to work in the field for a much larger police department. Two other police officers resigned after being separated from the department for long periods of time while the latest police officer to leave went to the Nashua Police Department.

Additionally, during the same time period we have seen staggering turnover in our dispatch staff. We have had three dispatchers resign. Two of the dispatchers left to pursue work outside of the field and one dispatcher has left to work for the State of New Hampshire as a dispatcher. We also had our full-time police receptionist resign as well. This accounted for the most turnover within the police department in a one year period in the last 30 years.

On a more positive note, during the same time period we were able to hire five police officers, a new dispatcher and a new receptionist. One of the five police officers resigned however the remaining four will be off training status in April. The department has three conditional offers for police officers who will be starting in April as well. We have streamlined our hiring process and changed the way we onboard employees with the hope that we can recruit and hire in a shorter amount of time. We are actively recruiting police officers for the August 2020 Police Academy and we are hopeful that we will make a meaningful dent in our sworn vacancies by July 2020.

There were a number of internal positions which were filled to include internal supervisory positions as well as detective positions and school resource officer positions. Our staff has taken these changes in stride and we are well on our way to rebuilding the agency for the future.

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 2020, the Department conducted 5,983 motor vehicle stops, which resulted in the issuance of 1,318 citations and 4,614 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, 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.

2020 Goals Status (continued)

Members of the Department 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.

The Department continues to pursue grant opportunities available by the NH Highway Safety Agency, as well as other entities to augment the current traffic safety efforts by the Department.

Over the course of the first three quarters of FY 2020, the Department issued 849 citations for hazardous moving violations, as well as 2,939 written warnings for hazardous moving violations. The Department also arrested 122 impaired drivers. During the first three quarters of FY 2020, the Department responded to 970 reportable traffic crashes, of which 131 involved injury to a total of 165 individuals. During this time frame, there were two fatal crashes, as well as 19 crashes involving a pedestrian and six involving a bicyclist. The Department utilizes city-wide crash data in determining areas of the City to focus attention and address improper driving that may be occurring.

FY 2020 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 $50,000. 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 is fully committed to allocating the resources necessary in battling the illegal drug issues facing the City and, in addition to seeking out grant funding, will regularly assess personnel assignments and initiatives to most effectively address the problem.

2. The Department completed a long term project to improve its firearms range. These improvements took place on both the pistol range and long arms range. These improvements will allow for more effective training of officers in firearms proficiency and tactics, and also create a safer environment for this training to take place.

3. The Department completed a project to digitalize all of its microfilm records. These records go back approximately five decades and were all stored on microfilm. The Department partnered with Ricoh and the City's IT Department to have all of these records placed in a digital format and then digitally stored so that Department personnel can easily access the records. Prior to this project, locating and obtaining copies of these records was difficult at best due to the lack of functional microfilm readers and printers.

4. The Department upgraded its police radio and telephone line recording system. The Department was in vital need of updating the system which was used to record the Department's phone lines, both emergency and non-emergency lines, as well as the Department's radio transmissions. The prior system was dated and had severe limitations which were not adequate for proper internal use of these recording or for requests for these recordings und RSA 91-A. The new system greatly improves the efficiency of obtaining these recordings and allows for quicker review of recordings for research purposes.

5. As a result of a partnership 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 now has a trained comfort dog that engages citizens that have suffered a traumatic event or suffer from mental health issues, and also helps engage the public at schools, hospitals and other venues. Liberty, the two year old Labrador Retriever, has completed all of her training and is very active within the Department and community. She has participated in many social and community events throughout the City, and has also made many appearances at all of the schools throughout the City. Liberty recently was certified to assist in interviews of children and other victims of violent crimes or trauma. Liberty was the first police comfort dog in New Hampshire to receive this certification. The Department's Comfort Dog program has served as a model for other police departments.

FY 2020 Accomplishments (continued)

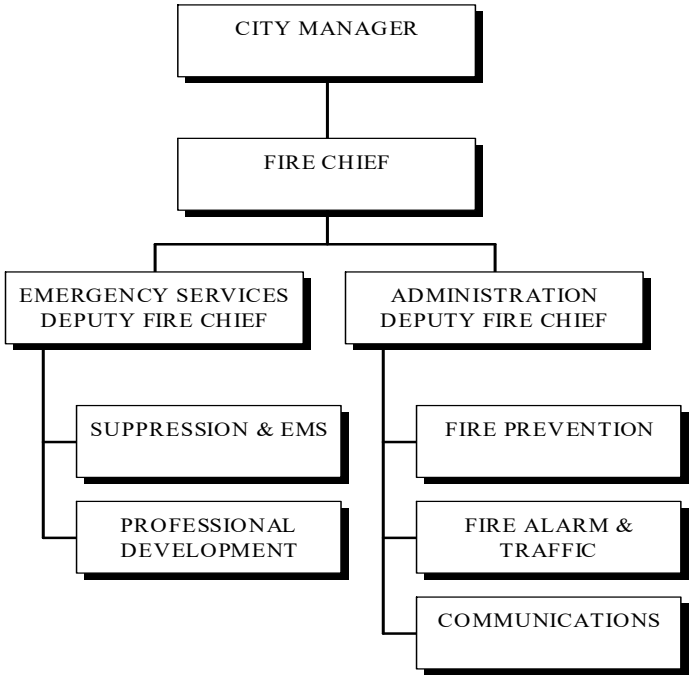
6. In October of 2019, the Police Department with the assistance of the Merrimack County Human Services Department and Riverbend implemented an Adverse Childhood Experience Response Team (ACERT). This team is a partnership that has been deployed to serve children who have been exposed to violence. The ACERT members have been trained to respond to incidents, assess situations, 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 Department was awarded grant funding in the amount of $60,000 from the Granite United Way to assist with the ACERT efforts. This program has been met with great success and has also become a model for other agencies as they develop ACERT programs.

Fire

Mission

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

FIRE DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

1. Protect the City from fires and other situations posing a threat to life, property, or the environment, through preparation and planning, prevention and community safety education, emergency response, and recovery support.

2. Provide emergency medical services care and transportation at the basic and advanced life support level.

3. Maintain the City's fire alarm and traffic infrastructure.

Fire

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
False Alarm Penalties	$7,844	$11,977	$8,000	$8,000	$8,000
Fire Prevention Permits	$78,751	$88,241	$78,690	$63,690	$79,000
Reports, Prints, and Copies	$1,400	$885	$1,000	$900	$1,000
Application Fees	$22,673	$23,522	$22,360	$24,000	$22,750
Special Duty Services	$16,391	$13,373	$17,200	$15,000	$15,000
Ambulance Charges	$1,883,267	$2,087,807	$1,951,647	$1,970,000	$1,998,294
Alarm Boxes	$210,597	$218,879	$217,330	$220,000	$221,795
Rental Income	$27,147	$27,962	$28,800	$28,800	$29,740
Other Revenue	$22,181	$26,885	$12,000	$20,000	$20,000
Other Gov Agencies - Federal	$108,114	$89,747	$40,565	$40,565	$0
Other Gov Agencies - State	$125,000	$125,000	$125,000	$125,000	$125,000
Other Gov Agencies - Local	$539,561	$572,465	$550,000	$560,000	$560,000
Total Revenue	**$3,042,926**	**$3,286,742**	**$3,052,592**	**$3,075,955**	**$3,080,579**
Expense					
Compensation	$8,048,083	$8,158,023	$8,215,628	$8,266,808	$8,234,363
Fringe Benefits	$5,178,648	$5,330,376	$5,334,835	$5,202,223	$5,229,012
Outside Services	$293,926	$281,327	$311,611	$318,299	$315,271
Supplies	$285,210	$288,146	$297,604	$303,018	$307,415
Utilities	$172,544	$172,761	$175,340	$183,160	$182,690
Insurance	$79,150	$76,980	$73,430	$73,120	$69,720
Capital Outlay	$10,000	$7,830	$7,500	$2,450	$7,500
Total Expense	**$14,067,561**	**$14,315,443**	**$14,415,948**	**$14,349,078**	**$14,345,971**

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Number of Emergency Responses	8,600	8,952	9,189	9,426
2. Number of Patients Transported	4,771	4,902	5,139	5,376
3. Percent of Emergency Response Times <5 min	63.13%	60.82%	59.82%	58.00%
4. Number of Inspections Completed	927	1,249	1,319	1,389
5. Number of Public Education Hours Delivered	70	59	52	52
6. Average Training Hours per Firefighter	99	116	105	98

Fire

2021 Goals

1. Relocate the primary Emergency Operations Center from the Fire Headquarters complex to the new training facility on Old Turnpike Road. Leverage any State grant options to complete necessary infrastructure requirements.
2. Utilize the results from the facilities condition assessment to develop a sustainable Capital Improvement Plan for Fire Department facilities.
3. Convene a Swift Water Operations internal committee to review equipment and training needs and develop response policies. Establish a functional response team for local and Capital Area Compact response.
4. Evaluate progress of the five year plan for transition to the radio fire alarm box system for improved customer service.
5. Develop a model to support a regional implementation of the Naloxone Leave-Behind Initiative and begin implementation of a regional Quick Response intervention and outreach resource, with the addition of collaborating and responding into Capital Area Mutual Aid communities.
6. Examine the feasibility of implementing the current Haz Mat permit fee structure by City Ordinance.

2020 Goals Status

1. Develop the new training center into a fully functional site with facilities for classroom learning and practical skills development.
   9-Month Status: This goal is near completion and will be completed in FY2020.

2. Fully implement the Project FIRST grant to address the community's opioid addiction problem.
   9-Month Status: The Concord Fire Department has developed a statewide model to support the First Responder project. Our model has successfully received referrals from internal and external patient encounters, as well as other social service organizations. Our team provides follow-up visits to identified individuals for support with their short and long term recovery goals, as well as assisting them in making connections and entering treatment. As of February 2020, 442 participants attended courses taught by Project First; 224 Narcan kits were distributed; and there were 199 patient follow-up/enrollment encounters. In addition, the Project First Director has a seat on the Governor's Opioid Task Force and has been certified as a Recovery Coach. Numerous homeless outreach initiatives have been conducted.

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.
   9-Month Status: Activities toward this goal are underway, but behind schedule due to delays in receiving the grant. This goal will be completed in late FY 2020 or early FY 2021.

4. Conduct a tabletop exercise with Department Heads and other City personnel on a response to a major disaster.
   9-Month Status: This goal was intended to exercise the finalized COOP. The exercise will be conducted after the COOP is completed.

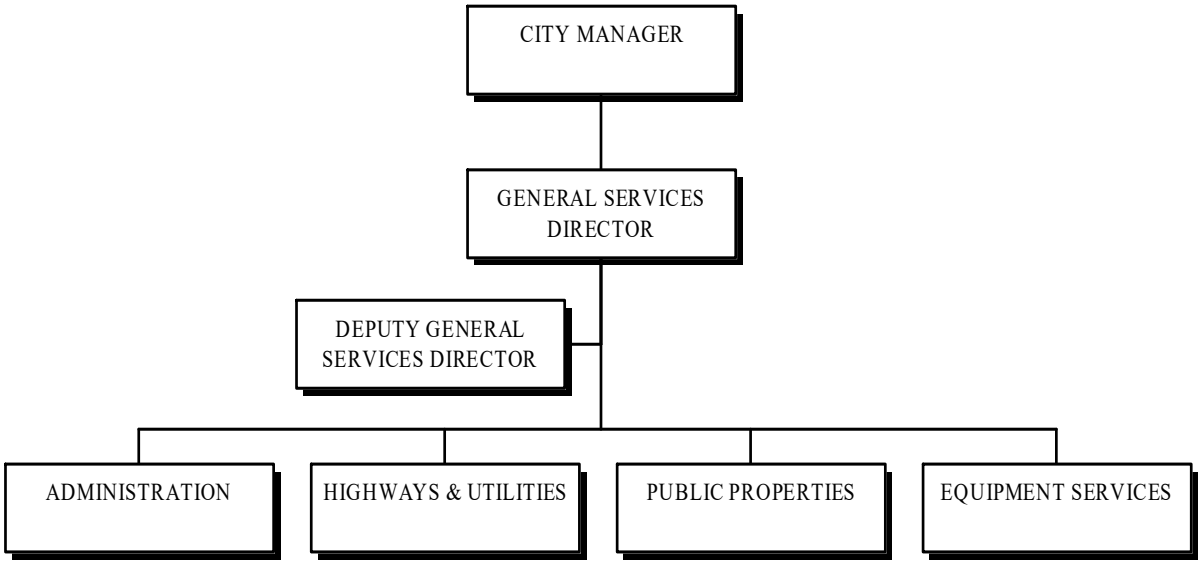
5. Replace the 1960's era console in the communications center with new state-of-the-art equipment.
   9-Month Status: The majority of the new equipment has been installed and fully functional. This goal is near completion and will be completed in FY 2020.

General Services

Mission

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

GENERAL SERVICES DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

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

1. Administration: Responsible for oversight of the department as a whole, while performing financial, utility billing and metering, clerical, communication, solid waste and recycling tasks.

2. Highways and Utilities: Responsibilities vary upon the season, and include snow removal, fall leaf collection, pothole repairs, paving, sewer maintenance, hydrant flushing, tree planting, storm debris removal, water service maintenance, water main repairs, and sign maintenance.

3. Public Properties: Responsible for maintaining public properties and managing the Everett Arena.

4. Equipment Services: Responsible for repairing, servicing, and maintaining City-owned vehicles and maintaining the automated fuel system.

General Services

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Other Permits	$220	$0	$0	$0	$0
Salt Sales	$18,589	$34,401	$30,000	$30,000	$30,000
Tree Sales	$765	$8,003	$9,000	$1,200	$9,000
Mark-up	$15,154	$15,015	$15,000	$11,000	$15,000
Other Service Charges	$450	$0	$0	$10,400	$0
Rental Income	$65,300	$66,610	$67,940	$67,940	$69,300
Other Revenue	$38,431	$17,268	$3,000	$7,100	$3,000
Transfer In - Trust	$0	$0	$19,000	$19,000	$0
Transfer In - Inspection	$1,872	$1,066	$1,900	$1,900	$1,900
Transfer In - Parking	$67,680	$8,460	$9,613	$9,613	$10,848
Transfer In - Airport	$37,381	$38,544	$39,176	$39,176	$40,352
Transfer In - Golf	$0	$0	$300	$300	$300
Transfer In - Arena	$19,253	$19,136	$18,774	$18,774	$20,098
Transfer In - Solid Waste	$3,600	$3,600	$3,600	$3,600	$3,600
Transfer In - NEOCTIF	$114,700	$120,435	$126,457	$126,457	$132,780
Transfer In - Sears Block TIF	$36,490	$37,585	$38,712	$38,712	$39,875
Transfer In - Penacook TIF	$5,513	$5,790	$6,080	$6,080	$6,385
Transfer In - Water	$209,063	$208,349	$212,973	$212,973	$242,795
Transfer In - Wastewater	$285,071	$274,877	$291,789	$291,789	$305,507
Total Revenue	**$919,532**	**$859,139**	**$893,314**	**$896,014**	**$930,740**
Expense					
Compensation	$3,693,121	$3,879,782	$3,990,425	$3,740,387	$4,157,907
Fringe Benefits	$1,795,014	$1,891,146	$1,958,868	$1,895,894	$2,062,347
Outside Services	$504,680	$616,253	$659,491	$698,346	$589,548
Supplies	$1,689,489	$1,609,985	$1,599,270	$1,599,320	$1,628,214
Utilities	$304,692	$315,980	$319,094	$316,000	$314,320
Insurance	$180,510	$172,618	$158,030	$157,586	$154,840
Capital Outlay	$25,270	$8,702	$10,000	$10,000	$10,000
Transfer Out	$1,053,684	$1,013,313	$1,061,588	$1,061,588	$1,061,588
Total Expense	**$9,246,461**	**$9,507,779**	**$9,756,766**	**$9,479,121**	**$9,978,764**

General Services

Supplemental Budget Information

Downtown Services	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Expense					
Compensation	$130,029	$177,110	$195,599	$193,793	$203,561
Fringe Benefits	$49,745	$68,282	$64,866	$83,695	$83,284
Outside Services	$1,300	$5,220	$18,500	$18,500	$18,500
Supplies	$19,436	$33,074	$31,940	$31,940	$31,940
Total Expense	**$200,510**	**$283,685**	**$310,905**	**$327,928**	**$337,285**

Snow and Ice Control	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Expense					
Compensation	$599,186	$514,969	$622,826	$469,690	$621,420
Fringe Benefits	$207,155	$187,597	$201,128	$175,889	$215,917
Outside Services	$66,957	$56,358	$78,400	$78,400	$78,400
Supplies	$0	$571,552	$574,087	$574,087	$574,086
Total Expense	**$873,298**	**$1,330,476**	**$1,476,442**	**$1,298,066**	**$1,489,823**

As of April 24, 2020, there were 33 treatable snow and ice events and all had associated overtime costs. Of the 33 events, 7 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 24, 2020 was 45.5 inches (an average year of snowfall is 67 inches). Of the 33 events, 15 involved freezing rain or sleet, causing a higher use of chemicals. The Department budgets for seven snow removals in an average year. As of April 24, 2020, we have done six snow removals from the downtown metered area.

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Number of GSD Subscribers to the Notify Me / News Flash modules of the City Website	5,054	5,515	5,840	6,300
2. Number of Press Releases Printed in the Media	182	186	180	175
3. Miles of Streets Resurfaced	8.6	14.3	6.8	5.5
4. Percentage of Citizen Request Tracker Items Closed	99%	99%	99%	99%
5. Number of Employee Certifications/Re-certifications	103	106	110	110

2021 Goals

1. Increase public awareness and engagement through outreach, including website updates, press releases, newsletters, and social media.
2. Complete the approved road paving Capital Improvement Project.
3. Enhance core services through managing work requests received via the Citizen Request Tracker (CRT).
4. Improve employees' technical proficiencies through targeted training and continued education to sustain professional certifications.

General Services

2020 Goals Status

1. Complete the approved road paving Capital Improvement Project.
   9-Month Status: The FY 2020 Paving Project was awarded to Continental Paving because they agreed to hold their unit prices from the FY 2019 project. During the FY 2020 budget adoption process, the City Council added an additional $750,000, which the City received as an additional Highway Block Grant from the State of New Hampshire, to the original appropriation of $2,050,000 for a total of $3,800,000. Some of this work was completed last summer and the remainder of the work will be completed this summer (6.8 miles). Work on the project began in mid-April and is scheduled to be completed by early November.

2. Collaborate with other City departments to improve productivity.
   9-Month Status: The department, along with the Engineering Services Division, developed an Operating Agreement aimed at maximizing effective coordination and communication between the Engineering Services Division and the General Services Department, with the ultimate goal of integrating services wherever and whenever possible.

3. 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 diverse training classes given by water, wastewater, solid waste, facilities, and road construction professionals through the third quarter of FY 2020.

4. Increase community engagement through regular use of social media pages.
   9-Month Status: The Department continues to increase community engagement through Facebook, Twitter, Instagram, and YouTube. Social media is used frequently to share information about department services, events, relevant topics, job openings, and employee spotlights featuring new hires, promotions, and retirements. The department heavily promoted winter parking bans on social media with targeted advertising to Concord residents or the downtown area, depending on which parking ban was issued. Several Public Properties projects were featured on social media, including the chiller replacement for the City Annex, new flooring installed at the Concord Public Library, setting up the voting polls at ward locations, renovations at the West Street Ward House, and cleaning efforts used to keep City employees and the public safe and healthy during flu season and recent concerns of the Coronavirus. Several articles were shared on Facebook regarding updates to the recycling industry to further enlighten residents about the importance of improving recycling. An initiative was taken with custom made social graphics shared on Instagram, Facebook, and Twitter to disprove common recycling myths and to encourage residents to learn the truth about recycling by visiting General Services' recycling webpage and viewing a detailed document from the City's trash and recycling vendor responding to common recycling assumptions. The department also used its social media platforms to participate in national campaigns, such as Fix A Leak Week and World Water Day, by using the established hashtag to join the national online conversation (and taking part in the #FixALeak Twitter Party) and encouraging the community to get involved with celebratory events such as open houses or contests, such as the Royal Leak Detection contest. The department provides a nice balance of social media content that showcases important and relevant information while also remembering to humanize public works services with employee features and having a bit of fun too. The balance of different content has proven beneficial with the community by allowing the public to learn while also building stronger connections with the department.

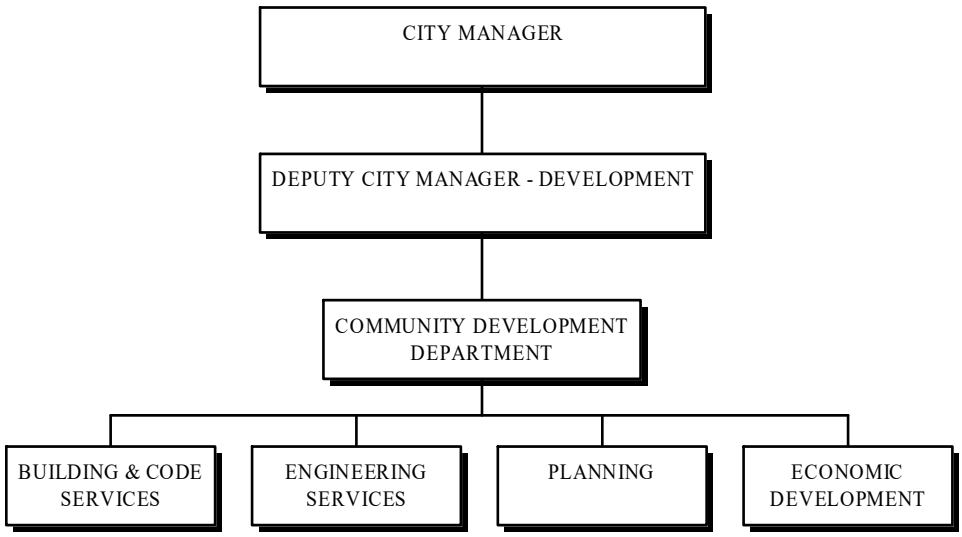
5. Enhance core services through managing work requests received via the Citizen Request Tracker (CRT).
   9-Month Status: The CRT system has become the method of choice for the Department to quickly and efficiently communicate work orders to crews. The Department has set up a distribution list for each category of request within the CRT module, which allows information to get to the appropriate employees immediately. The Department continues to share and train other City departments on it's use.

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

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Construction Permits	$977,324	$936,776	$932,000	$871,000	$623,000
Other Permits	$14,478	$19,768	$18,500	$11,300	$15,700
Licenses	$142,512	$136,697	$140,550	$133,030	$135,480
Street Damage Fees	$340,535	$92,711	$130,000	$324,250	$100,000
Reports, Prints, and Copies	$2,179	$2,237	$1,750	$1,950	$1,650
Application Fees	$30,834	$22,952	$22,000	$20,000	$18,000
Review Fees	$72,642	$66,832	$55,000	$55,000	$38,000
Inspection Fees	$31,820	$32,413	$21,000	$32,300	$28,000
Timber Sales	$29,215	$19,537	$1,000	$14,000	$7,000
Other Service Charges	$4,276	$5,117	$4,000	$4,000	$4,000
Rental Income	$0	$0	$2,800	$114	$2,650
Donations	$2,500	$0	$0	$200	$0
Other Revenue	$20,219	$10,945	$5,790	$2,630	$820
Transfer In - Trust	$0	$0	$49,225	$37,389	$43,139
Transfer In - Impact Fee	$7,500	$0	$0	$0	$0
Transfer In - Water	$134,000	$134,000	$124,350	$124,350	$154,883
Transfer In - Wastewater	$161,370	$161,370	$134,610	$134,610	$154,883
Total Revenue	**$1,971,405**	**$1,641,355**	**$1,642,575**	**$1,766,123**	**$1,327,205**
Expense					
Compensation	$2,142,924	$2,217,179	$2,252,553	$2,113,864	$2,318,220
Fringe Benefits	$878,511	$906,143	$925,423	$920,915	$940,334
Outside Services	$196,570	$192,510	$209,338	$219,688	$251,951
Supplies	$30,870	$31,779	$34,045	$33,695	$35,005
Insurance	$17,820	$16,840	$17,520	$17,440	$17,050
Transfer Out	$11,139	-$18,236	$133,750	$324,250	$100,000
Total Expense	**$3,277,834**	**$3,346,215**	**$3,572,629**	**$3,629,852**	**$3,662,560**

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Development and Design Review Applications	60	75	45	70
2. Total Building and Zoning Permits Issued	2,124	2,354	2,029	1,800
3. Capital Projects Designed/Managed by Engineering	30	30	27	29
4. Acres of Protected Open Space	6,921	7,151	7,429	7,474
5. Acres of Harvested Forest Land	40	0	20	30
6. Economic Development Director business visits completed	100	85	90	100

Community Development

2021 Goals

Code Administration:
1. Continue digital archiving of Zoning/Health /Structure documents.
2. Implement Form-Based Code.
3. Implement EnerGov Permitting Software.
4. Update Code Administration web pages.

Engineering Services:
1. Construct new bridges on Hooksett Turnpike, Birchdale Road, and North Pembroke Road.
2. Implement repairs to the Washington Street Canal Inlet Bridge in Penacook.
3. Advance design to rehabilitate the Loudon Road bridge over the Merrimack River towards final design.
4. Develop community support for implementation of a stormwater utility.
5. Advance the design of Storrs Street Extension north of Loudon Road and coordinate with NHDOT on the I-93 widening project.
6. Complete the construction of Phase I of the North Main Street Drainage Improvements Project and begin the design of Phase II.
7. Advance the development of a computerized stormwater flow model of the City's drainage system.

Planning:
1. Complete Phase 1 and Phase 2 of the new Form-Based Code, adopt the full updated code.
2. Complete a Trails Master Plan and develop strategies to implement the community vision for trails.
3. Encourage alternative transportation by organizing an annual bike and pedestrian demonstration project, expanding on the previous demonstration project.

Economic Development:
1. Proactively work with the local business community to retain and grow investment.
2. Proactively target potential companies to invest in the City of Concord.
3. Work with partners to address workforce and talent attraction.

2020 Goals Status

1. Complete and update form-based code.
   9-Month Status: Ongoing review of phase 1; completion of phase 1 anticipated.

2. Update the street tree inventory and create an implementation plan to replace street trees lost through disease, storm damage or age.
   9-Month Status: Tree Committee members attended inventory training with the Urban Forester from the NH Division of Forest and Lands. Members anticipate completion of updating the 2000 inventory by April 2020, which incudes an area between Franklin Street south to Pleasant Street, and Main Street west to Rumford Street.

3. Encourage alternative transportation by organizing a bike and pedestrian demonstration project.
   9-Month Status: Held a one-day demonstration project that included a protected bike lane on South Street and pedestrian crossing bump outs on Broadway.

4. Implement Tyler/EnerGov permitting software.
   9-Month Status: Department and Process Questionnaires have been completed. Will begin configuration in April 2020.

5. Update the City's Construction Standards.
   9-Month Status: The City's Construction Standards update was completed in January 2020.

6. Complete the storm water enterprise fund feasibility study including a drainage system rate structure analysis.
   9-Month Status: The storm water utility feasibility study and drainage system rate study is 90% complete.

Community Development

2020 Goals Status (continued)

7. Advance the design for Storrs Street Extension and coordinate with DNHDOT on the I-93 widening project.
   9-Month Status: Awaiting City Council review of potential NEOCTIF expansion.

8. Construct Phase 1 of the drainage improvements to the I-393/North Main Street area.
   9-Month Status: Phase I of the North Main Street Drainage Improvement Project is currently under construction.

9. Continue to work proactively with business community—both locally and out of area—to attract and retain businesses and grow tax base opportunities.
   9-Month Status: Ongoing.

Leisure and Information Services

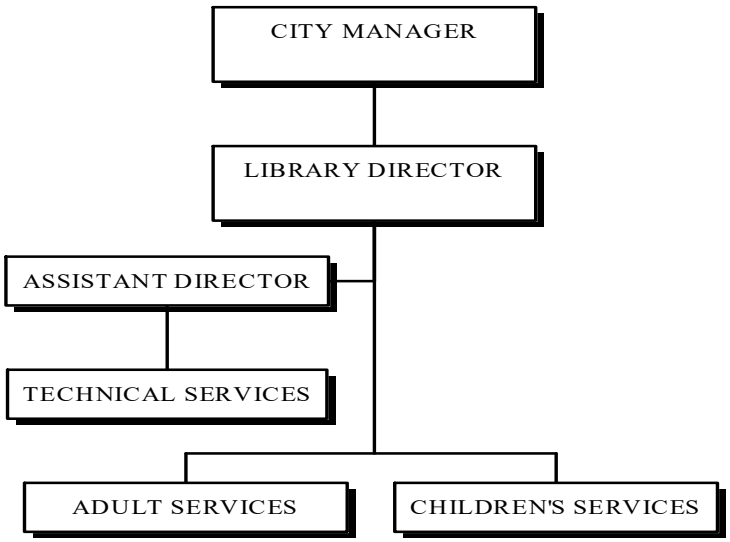
	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Library	$231,126	$226,030	$231,600	$219,600	$228,600
Parks & Recreation	$712,482	$1,278,323	$1,256,943	$1,053,803	$1,337,250
Total Revenue	**$943,608**	**$1,504,353**	**$1,488,543**	**$1,273,403**	**$1,565,850**
Expense					
Library	$1,725,384	$1,769,421	$1,823,207	$1,796,342	$1,784,782
Parks & Recreation	$2,919,950	$3,088,906	$3,265,048	$3,018,394	$3,253,099
Total Expense	**$4,645,334**	**$4,858,327**	**$5,088,255**	**$4,814,736**	**$5,037,881**

Library

Mission

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

LIBRARY DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

1. The Technical Services Division is responsible for all acquisitions, cataloging and bibliographic control of library collections; Integrated Library Systems (ILS) and online management; processing and repairing of materials; and obtaining interlibrary loan materials for patrons. The Assistant Director helps to manage the day to day operations of the Library and serves as the Interim Director when needed.

2. The Adult Services Division is responsible for all aspects of public service to adult and teen patrons including circulation, reference, technical troubleshooting for the public, readers' advisory, outreach, marketing and programming.

3. The Children's Services Division is responsible for selecting all materials for the children's collection, and planning, promoting and providing all children's programming

Library

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Fines for Overdue Items	$30,102	$24,607	$30,000	$20,000	$27,000
Non-Resident Library Fees	$6,855	$7,295	$7,000	$5,000	$7,000
Other Revenue	$7,870	$7,827	$8,300	$8,300	$8,300
Transfer In - Trust	$186,300	$186,300	$186,300	$186,300	$186,300
Total Revenue	**$231,126**	**$226,030**	**$231,600**	**$219,600**	**$228,600**
Expense					
Compensation	$997,538	$1,044,390	$1,100,150	$1,077,297	$1,076,324
Fringe Benefits	$380,453	$378,451	$373,463	$371,102	$359,326
Outside Services	$46,527	$47,246	$53,627	$53,896	$54,373
Supplies	$234,680	$224,856	$227,327	$223,527	$226,600
Utilities	$46,385	$56,328	$51,500	$53,430	$51,180
Insurance	$19,800	$18,150	$17,140	$17,090	$16,980
Total Expense	**$1,725,384**	**$1,769,421**	**$1,823,207**	**$1,796,342**	**$1,784,782**

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Audio & eBook & Downloadables	34,428	49,147	65,000	60,000
2. Other Items Borrowed	258,103	255,578	200,000	260,000
3. Online Services – Catalog Searches	567,028	479,596	400,000	600,000
4. Online Services – Database Searches (vendor change)	292,103	159,847	185,000	165,000
5. CPL website visits	N/A	117,779	135,000	120,000
6. Total Programs, Classes & Events	269	326	275	340
7. Attendance of Programs/Classes & Events	6,375	7,234	5,000	9,000
8. Research Assistance	81,965	76,261	100,000	90,000
9. Volunteer Hours	1,836	1,854	1,170	1,600
10. Interlibrary Loans - Lent	2,371	1,832	1,560	2,000
11. Interlibrary Loans – Borrowed	2,800	2,860	1,932	2,500
12. PC/Internet Use Hours	15,084	17,474	11,000	13,000
13. Chromebook Checkouts (started in FY2016)	4,635	2,808	1,700	2,600

2021 Goals

1. Update and implement a five-year strategic plan.
2. Review and present updated conceptual plans for renovation of the main library.
3. Use Blue Cloud Analytics to increase targeted marketing efforts through all of our social media.
4. Migrate ILS to the next and more advanced level, BLUECloud.
5. Increase marketing of the Concord Room with the addition of a display case and rotating local history collection.
6. Increase access to special collections via digitization, including partnering with the NH DPLA project.
7. Identify and market library services to underrepresented demographics (especially in the Heights) with the goal of getting them into the libraries.
8. Increase summer reading participation and create a new age group for the youngest readers, along with juvenile, teen and adult reading programs.

Library

2020 Goals Status

1. Complete plans and install a new main information desk that combines circulation and reference services.
   9-Month Status: We have worked with a vendor on plans and decided to hold off on ordering the materials to better coordinate with flooring installation projects going on around the circulation and reference desks.

2. Implement new procedures and software for Interlibrary Loan Services to improve patron experiences and streamline the workflow for library staff.
   9-Month Status: The new State ILL system launched in late 2019. Concord patrons can now place remote requests directly into the system.

3. Train staff through the State Library on upcoming changes to the NHU-Pac and ILL system in New Hampshire.
   9-Month Status: Staff that manage the NHU-Pac and ILL systems are fully trained on both systems at this point.

4. Transition bi-monthly print newsletter to an online platform for digital distribution.
   9-Month Status: We now send digital newsletters to any patron subscribers.

5. Evaluate the print and electronic periodicals to create a relevant and accessible collection.
   9-Month Status: We will be changing electronic periodical vendors this summer.

6. Complete a reorganization of the Children's Fiction collection to improve discoverability.
   9-Month Status: We are in in the midst of reorganizing our children's fiction to emphasize neighborhoods and improve discoverability for patrons.

7. Complete a reorganization of the Adult Nonfiction collection to make it more logical and accessible.
   9-Month Status: We have started to plan the new locations for reorganizing the Adult Nonfiction collection that will happen later in 2020.

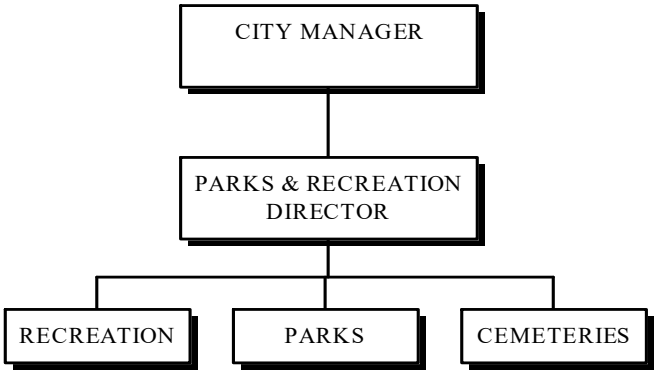
8. Evaluate transition of shelving classifications for nonfiction movies, audiobooks and music CDs.
   9-Month Status: We plan to relabel nonfiction movies and then evaluate how patrons search for audiobooks and CDs.

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 Merrimack Lodge at White Park.
6. Maintain all neighborhood parks and cemeteries.
7. Manage and maintain the Beaver Meadow Golf Couse.*
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

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Court Ordered Payments	$103	$185	$0	$370	$0
Camps	$129,609	$158,206	$127,500	$85,000	$145,000
Aquatics Programs	$19,344	$36,203	$31,500	$23,000	$20,000
Program Fees	$134,933	$186,284	$193,640	$134,000	$187,550
Concession Sales	$1,320	$49	$0	$43	$0
Sales of Lots and Niches	$29,986	$33,876	$26,100	$29,000	$29,500
Other Service Charges	$134,355	$141,214	$124,500	$115,806	$123,450
Rental Income	$118,039	$133,915	$186,203	$100,084	$184,250
Donations	$1,115	$1,500	$2,500	$1,500	$2,500
Advertising	$5,500	$6,000	$5,500	$5,500	$5,500
Other Revenue	-$8	$36,226	$0	$0	$0
Transfer In - Trust	$138,187	$544,665	$559,500	$559,500	$639,500
Total Revenue	**$712,482**	**$1,278,323**	**$1,256,943**	**$1,053,803**	**$1,337,250**
Expense					
Compensation	$1,706,579	$1,776,881	$1,884,648	$1,722,209	$1,914,170
Fringe Benefits	$702,318	$726,495	$751,598	$704,279	$726,461
Outside Services	$226,944	$293,566	$276,475	$269,256	$286,624
Supplies	$211,022	$190,871	$220,417	$211,140	$217,614
Utilities	$28,188	$75,689	$100,050	$81,020	$82,770
Insurance	$17,630	$16,668	$18,550	$18,490	$17,260
Capital Outlay	$27,267	$8,736	$13,310	$12,000	$8,200
Total Expense	**$2,919,950**	**$3,088,906**	**$3,265,048**	**$3,018,394**	**$3,253,099**

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Number of Pool Users*	**19,016	22,194	22,500	23,000
2. Number of Program Registrations	4,475	4,829	4,900	5,000
3. Number of Facility Reservations	3,925	3,820	3,900	4,000
4. Number of Burials per Year	208	215	210	210
5. Social Media Likes (Facebook)	3,675	4,420	4,800	5,300

* Pool use is measured by pool season (June—August)
** Two pools opened late due to staff shortages.

2021 Goals

1. Continue to expand the use of the Citywide Community Center and the Merrimack Lodge at White Park.
2. Continue to expand adult enrichment and senior citizen programming to meet the growing needs of our residents.
3. Develop partnerships with community groups to help expand special events.
4. Manage capital infrastructure projects, as approved by City Council in the FY 2021 budget.

Parks and Recreation

2020 Goals Status

1. Successfully manage and operate the new Recreation Building at White Park (Former Skate House).
   9-Month Status: The department held several youth art classes, as well as four weeks of a summer camp, at the Lodge. We have had several private rentals as well, including birthday parties and meetings. For the skating season, unfortunately we only had 15 days of good ice. When there was skating, we received rave reviews about the facilities. The Lodge was the perfect location for spectators during the Black Ice event. Overall, the community response to the Lodge has been very positive.

2. Work with the community to expand program offerings that meet the needs of our residents.
   9-Month Status: We continue to expand programs and activities based on community requests and need. For the summer of 2019, we revamped our traditional "all day" summer camps which resulted in all weeks running at capacity and with waiting lists. Last summer we added four weeks of a nature based camp out of the Merrimack Lodge at White Park, added several new youth preschool art classes, family yoga, expanded family open gym, added a USTA Tennis Program, and expanded adult drop-in sports like pickleball, basketball and indoor soccer. We also added a travel youth basketball program. We added several new adult classes: baking, prenatal yoga, balletone and gardening workshops. For the 2019 outdoor pool season, we were again able to offer free swim lessons for Concord/Penacook residents due to a generous corporate donation from Concord Housing + Redevelopment. We also received a donation from the Walker Lecture Fund to fund our free summer outdoor concerts. For the first time, the department also helped organize and market the Annual Wings and Wheels Event at Concord Airport.

3. Manage capital infrastructure projects, as approved by City Council in the FY 2020 budget.
   9-Month Status: Ongoing. During the past year, the department coordinated the last phase of the repointing of the Rollins Park rock wall and bridge, the replacement of the funded turf equipment, the Terrill Park Phase 1 project, and the Perkins Chapel improvements. Department staff also worked with the Recreation and Parks Advisory Committee to develop CIP priorities for FY 2020 and FY 2021.

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

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Reimbursements	$26,300	$9,162	$10,000	$10,500	$10,000
Total Revenue	**$26,300**	**$9,162**	**$10,000**	**$10,500**	**$10,000**
Expense					
Compensation	$250,030	$262,262	$271,046	$263,330	$290,838
Fringe Benefits	$120,098	$127,701	$128,221	$126,117	$129,313
Outside Services	$74,409	$58,424	$64,446	$54,497	$66,104
Supplies	$730	$624	$1,200	$700	$1,200
Insurance	$2,490	$2,530	$2,530	$2,530	$2,000
Miscellaneous	$174,911	$207,146	$228,750	$207,750	$228,750
Total Expense	**$622,667**	**$658,686**	**$696,193**	**$654,924**	**$718,205**

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Appointments/Emergencies	990	1,019	1,050	1,070
2. Homeless & Homeless at Risk Served	188	190	200	200
3. Applications for Assistance Issued	370	424	430	450
4. Walk-ins	851	965	970	980
5. Initial Case Interviews	347	377	350	380
6. Percent of Total Aid Budget in Rental Assistance	90%	90%	90%	90%

2021 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.

2020 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: Merrimack Valley Assistance, The Doorway, Project First and Concord Peer Support were among several speakers that provided direct training to the department. The staff also attended trainings such as Housing Matters, Youth Homelessness, and Adverse Childhood Experience. Staff members actively participated in several community meetings, i.e. the Homeless Services Provider Network and Balance of State Continuum of Care.

2020 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 and the Family Assistance Advisory Council.
   9-Month Status: The NH Local Welfare Administrators Association (NHLWAA) supported HB 692, Medicaid Adult Dental Benefit. This bill would allow for adult Medicaid recipients to receive preventive dental care, i.e. cleanings. This would be an additional benefit to their current plan of only covering extractions. NHLWAA did not support HB 1511, Actions Against Tenants. HB1511 would raise the cost of curing an eviction for nonpayment of rent from the $15.00 fee to an amount equal to one week of rent. The concern being the additional week of rent could create a hardship for some tenants.

   The Family Assistance Advisory Council worked closely with the Department of Health and Human Services, and monitored the number of applicants for Food Stamps, Cash and Medicaid. They also analyzed the Public Charge Rule and the potential impact it would have on immigrant families.

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.
   9-Month Status: Ascentria's resettlement projections have been reduced and impacted due to governmental restrictions. Their fiscal year started in October and had projected to resettle 25 individuals in Concord. They have resettled one refugee in five months.

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.
   9-Month Status: The department changed several forms (burial request, request for assistance, and general assistance application) to an electronic fillable format. The department temporarily changed its policies and procedures due to Covid-19. The availability of this new format allowed for the department to accept these forms via email during the crisis. The department also changed the procedure from face-to-face to phone interviews in order to adhere with CDC recommendations and the Governor's Order of social distancing.

5. Participate in the Medicaid Waiver 1115 initiative in the Capital area, as it evolves, in order to support the goal of transforming the delivery of behavioral health care through integration of services.
   9-Month Status: The Medicaid Waiver initiative has been evaluating its processes and outcomes, as well as exploring funding and payment options for the future. They have been able to collect data with measureable health outcomes. They have screened over 3,300 individuals for mental health disorders, substance use disorders and/or social determinants of health challenges. There were over 1,200 individuals who screened positive in those categories and received intervention. This waiver provided Medication Assistance Treatment to over 500 individuals, and a high percentage remained in services and opioid free. The reentry program focuses on justice involved youth and adults with substance use disorders or significant behavioral health issues. Most post-release attendees received case management services and group therapy. There was over a 90% reduction in re-offenses.

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 a 80-90% success rate of housing the chronically homeless. The Winter Shelter opened on 12/19/19 and closed on 3/30/20. Their 40 beds were full for the majority of the time and started seeing a decrease when the weather changed.

Special Revenue Funds

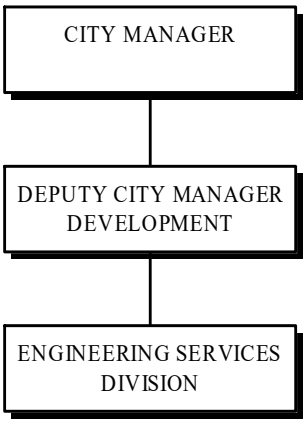
	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Inspection	$380,751	$414,721	$363,550	$441,730	$291,200
Parking	$1,948,623	$2,938,120	$3,049,358	$2,482,715	$3,069,699
Airport	$354,333	$365,791	$362,378	$361,452	$375,110
Conservation Property	$62,676	$72,756	$114,991	$79,886	$92,792
Golf	$1,042,149	$1,116,887	$1,099,144	$910,603	$1,130,751
Arena	$629,449	$669,936	$666,200	$651,852	$680,600
Solid Waste	$4,285,287	$4,320,407	$4,458,581	$4,102,070	$4,416,452
Sub Total	**$8,703,268**	**$9,898,619**	**$10,114,202**	**$9,030,308**	**$10,056,604**
Expense					
Inspection	$354,324	$422,423	$359,109	$508,260	$279,502
Parking	$2,096,359	$2,265,938	$2,924,555	$2,743,733	$3,171,675
Airport	$373,157	$409,833	$444,765	$427,632	$461,327
Conservation Property	$87,086	$72,066	$114,991	$84,844	$92,792
Golf	$1,042,421	$1,116,885	$1,099,144	$1,075,853	$1,130,751
Arena	$588,765	$674,436	$647,896	$677,223	$668,245
Solid Waste	$4,038,615	$4,089,494	$4,539,339	$4,464,616	$4,582,662
Sub Total	**$8,580,729**	**$9,051,075**	**$10,129,799**	**$9,982,161**	**$10,386,954**

Inspection Fund

Mission

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

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.

Inspection Fund

Fund Summary	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	**$363,550**	**$441,730**	**$291,200**
Expense	**$359,109**	**$508,260**	**$279,502**
Net Income (Loss)		**($66,530)**	**$11,698**
Beginning Working Capital		**$45,527**	**($21,003)**
Ending Working Capital		**($21,003)**	**($9,305)**

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Other Permits	$96,473	$108,583	$98,000	$101,400	$90,000
Inspection Fees	$279,124	$294,690	$265,000	$335,380	$200,000
Investment Income	$4,472	$6,310	$400	$1,950	$1,000
Finance Charges	$683	$2,673	$150	$2,200	$200
Insurance Dist and Credits	$0	$2,465	$0	$800	$0
Total Revenue	**$380,751**	**$414,721**	**$363,550**	**$441,730**	**$291,200**
Expense					
Compensation	$229,514	$276,226	$222,255	$345,023	$175,345
Fringe Benefits	$114,438	$132,112	$125,934	$149,663	$93,063
Outside Services	$1,078	$5,604	$2,380	$4,550	$2,054
Supplies	$3,842	$3,804	$3,190	$3,790	$3,190
Insurance	$1,710	$1,800	$1,750	$1,740	$2,050
Transfer Out	$3,742	$2,876	$3,600	$3,494	$3,800
Total Expense	**$354,324**	**$422,423**	**$359,109**	**$508,260**	**$279,502**

Inspection Fund

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Private Development Projects Inspected by Staff	76	62	60	54

2021 Goals

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

2020 Goals Status

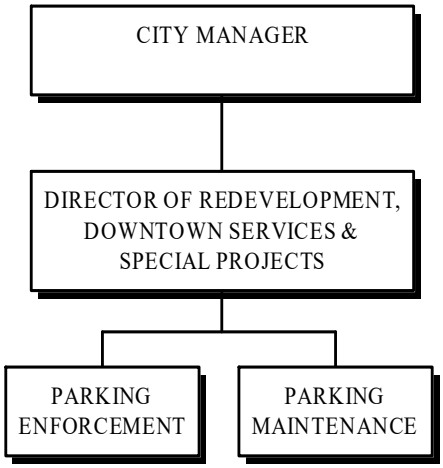
1. Continue to utilize the Inspection Fund and streamline reporting documentation depicting compliance with City Standards and actual program costs vs. revenue.
   9-Month Status: Ongoing.

Parking Fund

Mission

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

PARKING FUND
ORGANIZATIONAL CHART



Core Responsibilities

1. Develop, enact, and enforce parking regulations and policies in order to support citywide community and economic development activities.

2. Maintain parking meters and kiosks to maximize convenience for customers and revenues.

3. Daily property management services for parking garages and surface lots is provided by the General Services Department. Snow removal is done by contract.

4. Major capital improvement projects are managed by City Administration.

Parking Fund

Fund Summary	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	**$3,049,358**	**$2,482,715**	**$3,069,699**
Expense	**$2,924,555**	**$2,743,733**	**$3,171,675**
Net Income (Loss)		**($261,018)**	**($101,976)**
Beginning Working Capital		**$675,944**	**$414,926**
Ending Working Capital		**$414,926**	**$312,950**

Reserve

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

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Parking Penalties	$320,805	$404,848	$633,436	$353,170	$558,667
Metered Parking	$793,512	$1,321,123	$1,379,874	$1,119,665	$1,377,750
Metered Parking Cards	$37,963	$77,336	$85,000	$21,975	$85,000
Rental Income	$569,155	$678,870	$671,805	$692,160	$662,175
Investment Income	$53	$1,571	$500	$5,920	$5,000
Finance Charges	$11,505	$22,012	$5,000	$13,503	$5,000
Insurance Dist and Credits	$0	$12,245	$0	$2,519	$0
Other Revenue	$10,500	$155,500	$10,500	$10,560	$10,500
Transfer In - General	$0	$40,706	$38,099	$38,099	$48,932
Transfer In - Sears Block TIF	$205,130	$223,910	$225,144	$225,144	$316,675
Total Revenue	**$1,948,623**	**$2,938,120**	**$3,049,358**	**$2,482,715**	**$3,069,699**
Expense					
Compensation	$419,582	$372,617	$484,098	$429,310	$511,541
Fringe Benefits	$199,363	$174,496	$262,855	$201,930	$300,992
Outside Services	$274,386	$384,381	$541,204	$487,258	$535,890
Supplies	$40,353	$23,457	$89,935	$48,885	$57,795
Utilities	$53,869	$52,182	$51,900	$57,620	$54,570
Insurance	$26,250	$22,800	$21,380	$21,360	$19,920
Debt Service	$769,604	$955,593	$1,190,705	$1,190,305	$1,377,370
Miscellaneous	$132,408	$133,841	$158,715	$189,302	$194,599
Transfer Out	$180,543	$146,570	$123,763	$117,763	$118,998
Total Expense	**$2,096,359**	**$2,265,938**	**$2,924,555**	**$2,743,733**	**$3,171,675**

Parking Fund

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Overtime Parking Meter Citations	18,860	21,319	15,000	19,000
2. Time Zone Citations	1,372	447	300	350
3. Meter Feeding Citations	2	7	10	25
4. Winter Parking Ban Citations	327	267	200	300
5. Booted Vehicles	33	13	15	30
6. Credit Card Transactions at Kiosks	295,954	418,362	390,000	400,000
7. Credit Card Transactions – Fines/Penalties/P-Cards	1,710	1,154	950	900
8. Customer Payment Plans Created	20	19	20	20
9. Violations Appealed to Court	52	8	35	25
10. Parking Permits Issued (Garages Only)	-	*	387	400
11. Mobile Unit Hours of Enforcement	-	*	600	1,200
12. Single Space Smart Meter Transactions	-	*	35,925	95,000
13. Online Citation Payments Transactions	-	*	4,200	5000
14. PayByPhone Transactions		0	23,000	67,000

*First year reported.

2021 Goals

1. Continue Implementation of the Strategic Parking Plan.

   a) Complete negotiations with long-term lessees to convert reserved spaces at the Storrs Street and School Street Parking Garages from leases to permits.

   b) 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, and the public, complete the Narrow Streets Study and prepare ordinances to address neighborhood concerns as recommended by the Parking Committee.

4. Working with the Parking Committee, review and revise the winter storm event vehicle impoundment protocols and citation structure.

5. Implement the FY 2021 CIP as adopted by the City Council, with emphasis on the following projects:

   a) CIP 432 State Street Garage: Subject to the appropriation of funds by the City Council, begin the $3.5 million repair and renovation project for the State Street Garage in Q4 of FY2021.

   b) CIP 433 School Street Garage: Complete the $5.8 million repair and renovation project commenced in FY2018.

   c) CIP 529 Storrs Street Garage: Complete the $1.060 million repair and renovation project previously approved in FY 2020.

   d) CIP 595 Parking Meters: Subject to the appropriation of funds by the City Council, complete replacement of remaining 170 mechanical meters, as well as 85 kiosk pay stations.

Parking Fund

2020 Goals Status

1. Continue Implementation of the Strategic Parking 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.
   9-Month Status: Phase I of meter expansion was completed in October 2018 and resulted in approximately 43 parking spaces on South Main Street (Wentworth to Perley) and Concord Street (South Main to South State) being metered. Phase II was completed on January 15, 2020, and resulted in approximately 300 parking spaces being metered, located primarily to the south, west, and north of the Downtown Central Business District. Using surplus funds from these efforts, the Parking Division commenced expedited replacement of the City's remaining mechanical meters in March 2020. Specifically, 140 mechanical meters were replaced. A proposal to replace the remaining 170 mechanical meters is included in the FY 2021 budget proposal to City Council.

   b) Complete negotiations with long-term lessees to convert reserved spaces at the Storrs Street and School Street Parking Garages from leases to permits.
   9-Month Status: Conversations were initiated with long-term leaseholders associated with the School Street and Storrs Street Parking Garages as part of the 2017 Strategic Parking Plan. Generally speaking, the majority of the long-term lessees are interested in this concept and are motivated to transition to permits. Negotiations are ongoing, and will likely be accelerated once renovations at the School Street Garage are completed in August 2020. Pending ongoing negotiations, City Administration presently anticipates that permits will be implemented in FY 2022.

   c) Select and implement a pay-by-cell application for the City.
   9-Month Status: A Request for Proposals for mobile payment services to vendors already operating in New Hampshire was issued on May 22, 2019. Proposals were received on June 21, 2019. Field testing by City staff was conducted in August 2019. The Parking Committee reviewed proposals on September 23, 2019 and provided guidance to City Administration, following which PayByPhone was selected as the City's preferred vendor. A contract with PayByPhone was executed on November 27, 2019. PayByPhone was successfully launched on February 3, 2020. The app can be used to pay for parking at any metered parking space downtown. During the month of February 2020, a total of 5,566 PayByPhone transactions were processed totaling approximately $12,800. After credit card and other transaction fees, net revenues to the City were approximately $11,000. PayByPhone, which can be downloaded and installed on any smart phone, is easy to use and has been well received by the community.

   d) Select and implement an on-line application portal for parking garage permits, resident permits, and on-street parking encumbrance permits.
   9-Month Status: The Parking Division is engaged in ongoing discussions with T-2, the City's parking enforcement software vendor, concerning implementation of an on-line portal for parking garage permits, resident permits, and on-street parking encumbrance permits. This goal has been carried over to FY 2021.

2. Fully staff the Parking Division in accordance with the Parking Strategic Plan, as modified by FY 2020 Program Change Request (PCR) #1132.
   9-Month Status: As of March 2020, four of the six Parking Enforcement Officer (PEO) positions were filled. Recruitment was ongoing for the two remaining vacancies, with one candidate undergoing the Police Department's background screening process. The retirement of a PEO in December 2019 contributed to the number of vacant positions. In addition, with the recent completion of meter expansion phase II, recruitment of the 24-hour part-time maintenance technician was commencing in March 2020.

Parking Fund

2020 Goals Status (continued)

3. Working closely with the Parking Committee, Fire Department, General Services Department, and the public, complete the Narrow Streets Study and enact new City ordinances to implement the Study's final recommendations.
   9-Month Status: In January 2017, the Parking Committee initiated a comprehensive review of narrow streets located in Wards 4, 5, and 6. The study area was predominately focused on the neighborhoods located to the south, west, and north of the Downtown Central Business District. Approximately 145 street segments were reviewed as part of the study. The process involved several neighborhood meetings with the public.

   This effort was initiated in response to growing resident complaints and concerns regarding a variety of parking issues. These included: difficulty accessing/egressing driveways, safe travel on narrow streets when snow banks are present and vehicles are parked, the City's ability to effectively and efficiently clear snow from certain narrow streets, as well as the ability for emergency service vehicles to safely and efficiently navigate narrow streets when vehicles are parked.

   To be considered a "narrow street," a road must have less than 12' of travel way for vehicular travel whenever vehicles are parked on the roadway. This concept is articulated in Section 18-1-1 and Section 18-1-4 of the City's Codes of Ordinances.

   In order to make the process more manageable, the study area was divided into four separate zones. As of March 2020, the study had been completed for three of the four zones, and ordinances had been enacted to make changes on streets of concern. The final zone was scheduled to be reviewed in spring 2020; however, this was delayed due to the coronavirus pandemic.

4. Working with the Parking Committee, review and revise the winter storm event parking tickets and towing protocols.
   9-Month Status: As of March 2020, efforts on this item were ongoing. This item remains an ongoing goal for FY 2021.

5. Maintenance: Continue to implement new daily and annual maintenance programs for the City's three municipal parking garages.
   9-Month Status: Expanded financial resources associated with implementation of the 2017 Strategic Parking Plan have enabled the City to improve maintenance of parking facilities. Daily cleaning and maintenance activities were improved through dedicated resources for the Downtown Services Team. Annual maintenance schedules for all three parking garages were implemented in FY 2019 and include washing all decks and stairwells, refreshing pavement markings, cleaning of floor drains, expanded sweeping, window washing, and other similar activities.

6. Capital Projects:

   a) Continue to manage ongoing capital projects, such as repair and renovation of the School Street and Storrs Street parking garages.
      9-Month Status: The $5.8 million repair and renovation of the School Street Garage, which began in December 2017, is scheduled to be completed in August 2020. The $1.060 million renovation of the Storrs Street Garage, approved in FY2020, is underway. Specifically, in December 2019, the City entered into a contract with the H.L. Turner Group for design and construction oversight services. H.L. Turner is working with Walker Parking Consultants, a national firm with offices in Boston, which specializes in parking structures. Construction will be bid in spring 2020. It is anticipated that work will be completed by the end of FY 2021.

Parking Fund

2020 Goals Status (continued)

6. Capital Projects:

   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.
   9-Month Status: On June 10, 2019, Minuteman Security Technologies was engaged to install security cameras in each of the City's three municipal parking garages. In total, approximately 94 cameras were installed. Installation of cameras at the Storrs Street Garage was completed in November 2019. Conduit, cabling, and camera mounts have been installed at the School Street and Storrs Street garages. As of March 2020, the Fire Department Alarm Division had not yet installed fiber optic service to either garage. It is anticipated that the School Street and State Street garages will be on-line by the end of FY 2020, subject to fiber optic installation by the Fire Department.

   c) Implement the FY 2020 CIP as adopted by the City Council.
   9-Month Status: The following is an update for all other parking related projects in the FY 2020 Capital Improvement Program not already addressed elsewhere herein:

   - CIP 403 (Parking Vehicle Replacement): A new pick-up truck has been ordered to replace the Parking Meter Technician's current vehicle. It will arrive by the end of FY 2020.

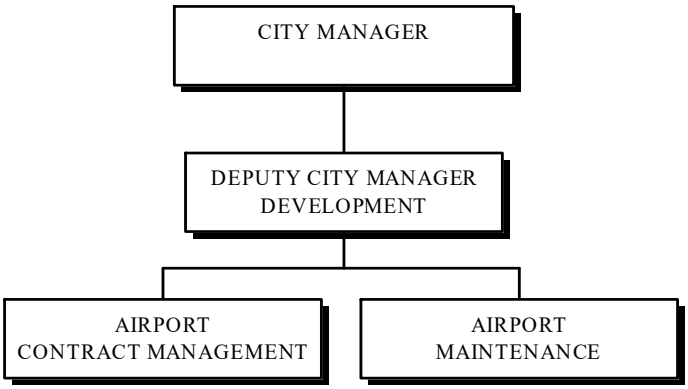
   - CIP 432 (State Street Garage): The H.L .Turner Group, working with Walker Parking Consultants, was engaged in December 2019 to complete a facility needs assessment of the garage. This effort will be completed by the end of FY 2020.

Airport Fund

Mission

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

AIRPORT FUND
ORGANIZATIONAL CHART



Core Responsibilities

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

Airport Fund

Fund Summary	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	**$362,378**	**$361,452**	**$375,110**
Expense	**$444,765**	**$427,632**	**$461,327**
Net Income (Loss)		**($66,180)**	**($86,217)**
Beginning Working Capital		**$475,360**	**$409,180**
Ending Working Capital		**$409,180**	**$322,963**

Reserve

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

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Mark-up	$30,288	$28,765	$30,000	$20,000	$32,000
Rental Income	$316,001	$323,902	$324,828	$328,862	$332,410
Investment Income	$6,720	$10,728	$6,200	$5,800	$4,300
Insurance Dist and Credits	$0	$1,019	$0	$390	$0
Airport Operators Grant	$1,324	$1,377	$1,350	$6,400	$6,400
Total Revenue	**$354,333**	**$365,791**	**$362,378**	**$361,452**	**$375,110**
Expense					
Compensation	$65,203	$73,938	$84,363	$73,576	$88,208
Fringe Benefits	$34,001	$39,025	$39,015	$33,358	$39,879
Outside Services	$58,239	$64,966	$62,834	$63,419	$66,763
Supplies	$24,477	$25,746	$43,955	$43,955	$43,955
Utilities	$23,590	$23,899	$23,250	$23,500	$23,290
Insurance	$6,618	$6,557	$5,919	$5,890	$5,780
Debt Service	$33,640	$32,839	$53,500	$53,500	$73,500
Miscellaneous	$45,835	$45,504	$46,395	$44,900	$45,800
Transfer Out	$81,555	$97,360	$85,534	$85,534	$74,152
Total Expense	**$373,157**	**$409,833**	**$444,765**	**$427,632**	**$461,327**

Airport Fund

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Number of Based Planes	88	95	103	108

2021 Goals

1. Bank FAA annual grant allocation with goal of funding a future Terminal project.
2. Continue CIP 75, general maintenance repairs, as needed.

2020 Goals Status

1. Complete Taxiway A rehabilitation.
   9-Month Status: Completed.

2. Complete terminal study.
   9-Month Status: Ongoing.

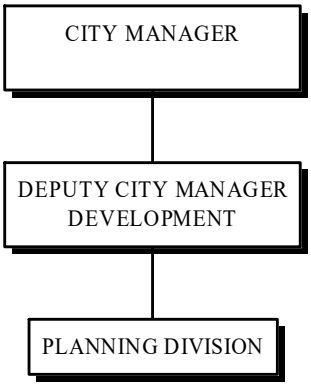
3. Pending Council approval, make improvements to Hangar 3 ceiling and drainage.
   9-Month Status: In process.

Conservation Property Fund

Mission

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

CONSERVATION PROPERTY FUND
ORGANIZATIONAL CHART



Core Responsibilities

1. The purpose of the Conservation Property fund is to dedicate revenue received from the Land Use Change Tax to preserve and protect open space and conservation land under the oversight of the Conservation Commission.

2. Money from the fund is utilized to purchase or acquire conservation easements on land that the Commission determines will meet the goals of the Open Space Plan.

Conservation Property Fund

Fund Summary	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	**$114,991**	**$79,886**	**$92,792**
Expense	**$114,991**	**$84,844**	**$92,792**
Net Income (Loss)		**($4,958)**	**$0**
Beginning Working Capital		**$50,642**	**$45,684**
Ending Working Capital		**$45,684**	**$45,684**

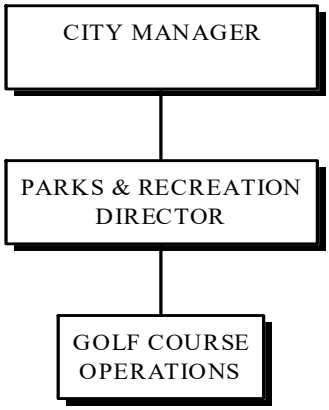
Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Rental Income	$62,676	$72,756	$69,100	$62,495	$62,765
Use of Fund Balance	$0	$0	$20,000	$0	$25,000
Transfer In - Trust	$0	$0	$25,891	$17,391	$5,027
Total Revenue	**$62,676**	**$72,756**	**$114,991**	**$79,886**	**$92,792**
Expense					
Compensation	$4,738	$5,043	$5,227	$5,100	$5,503
Fringe Benefits	$1,613	$1,729	$1,764	$1,729	$1,789
Outside Services	$25,138	$25,148	$65,000	$35,015	$37,500
Supplies	$10,597	$11,145	$23,000	$23,000	$23,000
Transfer Out	$45,000	$29,000	$20,000	$20,000	$25,000
Total Expense	**$87,086**	**$72,066**	**$114,991**	**$84,844**	**$92,792**

Golf Fund

Mission

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

GOLF 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 Fund

Fund Summary	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	**$1,099,144**	**$910,603**	**$1,130,751**
Expense	**$1,099,144**	**$1,075,853**	**$1,130,751**
Net Income (Loss)		**($165,250)**	**$0**
Beginning Working Capital		**$10,767**	**($154,483)**
Ending Working Capital		**($154,483)**	**($154,483)**

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 Fund

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Camps	$19,239	$22,255	$30,489	$18,157	$25,835
Seasonal Passes	$189,854	$202,804	$205,400	$160,000	$215,170
Daily Fees	$344,041	$334,628	$330,000	$275,500	$335,000
Cart Rental	$149,546	$146,512	$156,400	$137,800	$158,000
Handicapping	$6,934	$7,389	$7,000	$7,000	$7,600
Driving Range	$51,326	$48,268	$50,004	$34,500	$50,000
League and Tournament Fees	$23,593	$31,122	$20,000	$30,000	$40,800
Golf Simulator Revenue	$63,006	$75,448	$75,000	$64,375	$75,000
Pro Shop Sales	$110,296	$139,310	$116,000	$95,000	$126,800
Concession Sales	$35,500	$42,000	$42,000	$33,600	$43,250
Rental Income	$0	$0	$6,000	$1,250	$10,700
Investment Income	$250	$4	$0	$380	$0
Advertising	$0	$1,200	$3,500	$1,500	$2,000
Insurance Dist and Credits	$0	$3,179	$0	$1,200	$0
Other Revenue	$564	$20	$0	$90	$0
Transfer In - General	$48,000	$62,750	$57,351	$50,251	$40,596
Total Revenue	**$1,042,149**	**$1,116,887**	**$1,099,144**	**$910,603**	**$1,130,751**
Expense					
Compensation	$422,872	$427,714	$441,052	$415,800	$451,451
Fringe Benefits	$161,837	$174,271	$172,869	$162,500	$170,718
Outside Services	$121,700	$112,228	$124,103	$121,503	$109,831
Supplies	$209,911	$260,395	$216,280	$228,720	$241,021
Utilities	$41,833	$39,600	$42,690	$45,190	$45,250
Insurance	$4,190	$4,150	$3,950	$3,940	$3,300
Debt Service	$75,565	$95,528	$94,900	$94,900	$105,880
Miscellaneous	$1,514	$0	$0	$0	$0
Transfer Out	$3,000	$3,000	$3,300	$3,300	$3,300
Total Expense	**$1,042,421**	**$1,116,885**	**$1,099,144**	**$1,075,853**	**$1,130,751**

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 69.3% of the Fund's revenue. Pro Shop Sales are the next largest revenue stream at approximately 11.2%.

Golf Fund

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Number of Season Memberships	219	216	228	225
2. Number of rounds played	19,300	19,500	20,000	21,000
3. Number of unique web site visitors	69,814	70,112	72,000	72,000
4. Tent Rentals by Golf Event	0	0	8	11
5. Tent Rentals, Non-Golf	0	0	2	2

2021 Goals

1. Increased Pace of Play: Pace-of-play is a common issue that public courses struggle with, and given its busy nature, Beaver Meadow does as well. There are a number of techniques that can help alleviate slow pace-of-play with immediate effect. An increased focus on tee-time intervals, proper starter procedures, drop areas, increased marshalling during our busiest times and starting on Hole #10 on the weekends.
2. Increase Outing Rounds: Advertise our new shoulder season pricing to increase outing rounds during the early and late part of the golfing season.
3. Increase Tee Time Utilization: Through focused dynamic pricing, increase the utilization of tee time by matching supply and demand. Our focus will be on the most under-utilized tee times, which should significantly impact overall tee time utilization
4. Implement recommendations contained in USGA Agronomist's reports.
5. Complete next phase of ongoing irrigation project, holes, 10, 17, and 18.
6. Reestablish holding capacity of irrigation pond to 1993 capacity to lessen reliance on purchase of City water.

2020 Goals Status

1. Reestablish holding capacity of irrigation pond to 1993 capacity to lessen reliance on purchase of City water.
   9-Month Status: Project scheduled for FY 2021. Awaiting timber harvest in order to create space for de-watering dredged materials.

2. Rent event tent for two non-golf events and rent 600 seats as part of golf outings.
   9-Month Status: We have rented one non-golf event and 633 seats.

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.
   9-Month Status: This strategy had a positive impact on revenue over the past year.

4. Increase Season Memberships to 225.
   9-Month Status: With an early spring and a healthy fall membership drive we should reach our goal of 225 members.

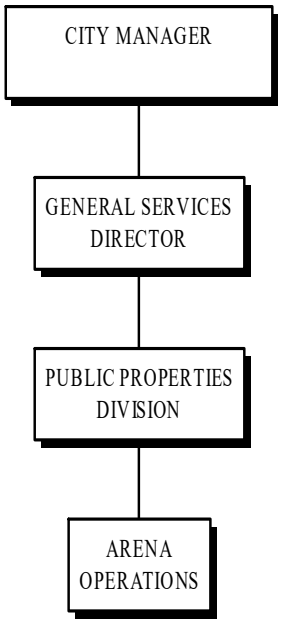
5. Continue to enhance the use of the facility as a year round destination.
   9-Month Status: Winter of 2019-2020 saw a record number of participants in the simulator league, as well as strong praise for cross country ski grooming efforts. Beaver Meadow was often cited on local social media as having the best local ski conditions. Weather did not provide for consistent ice skating, but when the pond was open, it was actively used. Beaver Meadow was the ward three polling place for the February Presidential Primary.

Arena Fund

MISSION

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

ARENA FUND
ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

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

Arena Fund

Fund Summary	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	**$666,200**	**$651,852**	**$680,600**
Expense	**$647,896**	**$677,223**	**$668,245**
Net Income (Loss)		**($25,371)**	**$12,355**
Beginning Working Capital		**$240,989**	**$215,618**
Ending Working Capital		**$215,618**	**$227,973**

Reserve

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

Arena Fund

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Pro Shop Sales	$0	$36,520	$33,000	$41,528	$39,850
Concession Sales	$57,138	$63,957	$58,500	$51,740	$63,300
Rental Income	$527,753	$531,119	$540,000	$521,609	$543,750
Investment Income	$2,473	$5,029	$3,200	$4,800	$3,200
Advertising	$29,880	$29,575	$31,000	$30,325	$30,000
Finance Charges	$263	$600	$250	$550	$250
Insurance Dist and Credits	$0	$2,188	$0	$900	$0
Other Revenue	$11,942	$949	$250	$400	$250
Total Revenue	**$629,449**	**$669,936**	**$666,200**	**$651,852**	**$680,600**
Expense					
Compensation	$208,458	$229,530	$234,422	$242,038	$241,661
Fringe Benefits	$83,346	$94,148	$93,197	$94,285	$91,871
Outside Services	$28,906	$30,395	$38,551	$46,119	$51,799
Supplies	$42,397	$50,047	$45,949	$49,340	$55,649
Utilities	$77,335	$83,448	$76,780	$86,220	$85,480
Insurance	$7,727	$7,409	$7,210	$7,434	$7,370
Capital Outlay	$0	$0	$15,800	$15,800	$0
Debt Service	$55,010	$74,446	$65,700	$65,700	$63,860
Transfer Out	$85,587	$105,013	$70,287	$70,287	$70,555
Total Expense	**$588,765**	**$674,436**	**$647,896**	**$677,223**	**$668,245**

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

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Total Ice Rental Hours	1,587	1,603	1,598	1,640
2. Show Rental Revenue	$44,965	$44,050	$41,905	$35,420
3. Public Ice Skating Attendance	8,435	9,816	10,622	10,800
4. Recreational Hockey Stick/Puck Attendance	820	871	1,082	1,080

2021 Goals

1. Continue to expand revenue opportunities in the Pro Shop and explore other outside activities for summer park rentals.
2. Continue to work with the Parks & Recreation Advisory Committee, the Arena Advisory Committee, and City staff from the Parks & Recreation and Community Development Departments on the master plan for Kiwanis Park and the Everett Arena property.
3. Explore energy saving measures such as solar options.

2020 Goals Status

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.
   9-Month Status: Pro Shop revenue has surpassed budgeted expectations. The roller skating program has been updated to include theme nights every other Wednesday during June and July.

2. Work with the Parks and Recreation Advisory Committee, the Arena Advisory Committee, and City staff from the Parks and Recreation and Community Development Departments on the plan for future operations, investment, and management of Kiwanis Park and the Everett Arena Property.
   9-Month Status: General Services staff, the Arena Advisory Committee, and the Parks and Recreation Advisory Committee have completed conceptual drawings of an addition to the arena that will fit the future needs of the arena and park.

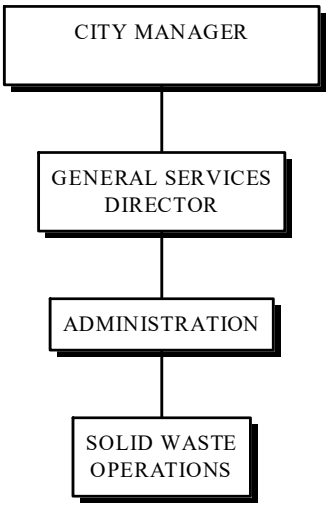
3. Explore energy saving measures including solar options.
   9-Month Status: Not started.

Solid Waste Fund

Mission

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

SOLID WASTE FUND
ORGANIZATIONAL CHART



Core Responsibilities

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

Solid Waste Fund

Fund Summary	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	**$4,458,581**	**$4,102,070**	**$4,416,452**
Expense	**$4,539,339**	**$4,464,616**	**$4,582,662**
Net Income (Loss)		**($362,546)**	**($166,210)**
Beginning Working Capital		**$1,670,519**	**$1,307,973**
Ending Working Capital		**$1,307,973**	**$1,141,763**

Reserve

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

Solid Waste Fund

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Other Permits	$1,100	$700	$700	$700	$700
Commercial Disposal	$1,174,552	$1,125,743	$1,372,167	$1,124,690	$1,325,808
DTSWRD - Downtown SW Rem Dist	$253,722	$258,931	$265,270	$265,270	$273,000
PAYT Bags	$1,173,013	$1,279,224	$1,172,025	$1,069,381	$1,172,025
PAYT Containers	$369,735	$373,752	$389,200	$371,000	$389,200
Contaminated Loads	$149	$0	$500	$9,000	$500
Cart Collection Program	$18,130	$16,070	$15,600	$15,000	$15,000
Motor Vehicle Waste Disposal	$97,300	$98,381	$95,000	$95,000	$92,100
Finance Charges	$2,374	$11,638	$1,200	$3,750	$1,200
Insurance Dist and Credits	$0	$1,864	$0	$460	$0
Other Revenue	$56,030	$55,209	$300	$1,200	$300
Household Waste	$5,585	$5,669	$5,116	$5,116	$5,116
School District Payments	$65,025	$65,025	$65,025	$65,025	$65,025
Transfer In - General	$1,053,684	$1,013,313	$1,061,588	$1,061,588	$1,061,588
Transfer In - Golf	$3,000	$3,000	$3,000	$3,000	$3,000
Transfer In - Arena	$3,790	$3,790	$3,790	$3,790	$3,790
Transfer In - Water	$4,350	$4,350	$4,350	$4,350	$4,350
Transfer In - Wastewater	$3,750	$3,750	$3,750	$3,750	$3,750
Total Revenue	**$4,285,287**	**$4,320,407**	**$4,458,581**	**$4,102,070**	**$4,416,452**
Expense					
Compensation	$183,770	$129,777	$167,651	$153,447	$172,705
Fringe Benefits	$92,579	$70,027	$75,893	$79,684	$86,726
Outside Services	$3,712,750	$3,839,418	$4,256,995	$4,189,345	$4,284,921
Utilities	$7,194	$8,531	$7,700	$11,040	$10,940
Insurance	$0	$0	$80	$80	$80
Debt Service	$28,722	$28,142	$27,420	$27,420	$23,690
Transfer Out	$13,600	$13,600	$3,600	$3,600	$3,600
Total Expense	**$4,038,615**	**$4,089,494**	**$4,539,339**	**$4,464,616**	**$4,582,662**

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

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Number of Tons Diverted from Traditional Disposal	5,930	5,256	5,256	5,256
2. Percentage of Citizen Request Tracker Items Resolved	99%	99%	99%	99%
3. Number of Households Services During Annual Household Hazardous Waste Collection	596	515	515	515

2021 Goals

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
2. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the web site's "Report a Concern" module in a timely manner.
3. Monitor the decline of global recycling markets.

2020 Goals Status

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
   9-Month Status: A City/Casella initiative to address contamination in the multi-family recycling stream is underway.

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: Ongoing.

3. Monitor the decline of global recycling markets.
   9-Month Status: The General Services Department continues to monitor and report industry development to the Solid Waste Advisory Committee.

Enterprise Funds

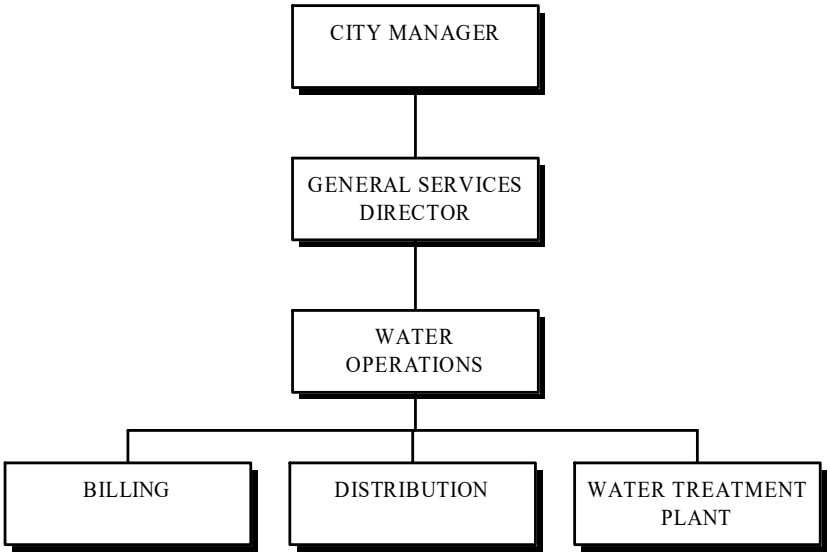
		2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue						
Water		$6,265,362	$6,281,911	$6,288,400	$6,167,625	$6,381,560
Wastewater		$7,511,157	$7,397,648	$7,975,513	$7,520,490	$8,127,654
	Sub Total	**$13,776,518**	**$13,679,559**	**$14,263,913**	**$13,688,115**	**$14,509,214**
Expense						
Water		$5,956,541	$6,244,799	$6,344,245	$6,316,933	$6,806,207
Wastewater		$7,696,592	$8,059,080	$8,864,632	$8,539,095	$8,538,963
	Sub Total	**$13,653,133**	**$14,303,879**	**$15,208,877**	**$14,856,028**	**$15,345,170**

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

Fund Summary	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	**$6,288,400**	**$6,167,625**	**$6,381,560**
Expense	**$6,344,245**	**$6,316,933**	**$6,806,207**
Net Income (Loss)		**($149,308)**	**($424,647)**
Beginning Working Capital		**$3,802,496**	**$3,653,188**
Ending Working Capital		**$3,653,188**	**$3,228,541**

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 2021.

Water Fund

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Fines and Penalties	$25,033	$26,539	$27,500	$22,255	$27,500
Sundry Services	$23,896	$22,138	$15,000	$10,000	$15,000
Water Usage	$4,631,562	$4,586,131	$4,719,660	$4,547,380	$4,753,700
Water Availability	$1,176,705	$1,169,393	$1,170,000	$1,169,390	$1,170,000
Private Fire Service	$118,720	$117,566	$110,000	$119,680	$110,000
Other Service Charges	$147,045	$140,668	$105,000	$105,000	$152,500
Testing Services	$3,166	$4,030	$2,500	$2,000	$2,500
Utility Investment Fee	$17,785	$33,135	$20,000	$40,700	$20,000
Investment Income	$74,109	$110,092	$76,000	$93,440	$76,000
Sale of Assets	$540	$16,975	$0	$0	$0
Finance Charges	$338	$686	$300	$350	$300
Retiree Health Insurance	$44,194	$39,743	$39,940	$45,780	$51,560
Insurance Dist and Credits	$0	$10,898	$0	$5,050	$0
Other Revenue	$2,269	$3,918	$2,500	$6,600	$2,500
Total Revenue	**$6,265,362**	**$6,281,911**	**$6,288,400**	**$6,167,625**	**$6,381,560**
Expense					
Compensation	$1,184,821	$1,212,603	$1,267,693	$1,236,083	$1,294,017
Fringe Benefits	$693,117	$760,285	$782,769	$809,846	$830,438
Outside Services	$127,883	$104,444	$164,334	$176,489	$187,067
Supplies	$419,740	$433,689	$461,232	$461,858	$462,088
Utilities	$244,533	$224,959	$247,810	$200,340	$249,070
Insurance	$48,110	$47,430	$40,000	$39,910	$38,480
Capital Outlay	$54,661	$105,664	$119,000	$119,000	$119,000
Debt Service	$1,933,630	$2,076,374	$1,954,100	$1,954,100	$2,250,560
Miscellaneous	$4,776	$3,787	$6,000	$6,000	$6,000
Transfer Out	$1,245,269	$1,275,564	$1,301,307	$1,313,307	$1,369,487
Total Expense	**$5,956,541**	**$6,244,799**	**$6,344,245**	**$6,316,933**	**$6,806,207**

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

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Residential Per Capita Gallons Used per Day	85	84	83	80
2. Percentage of Turbidity Readings Below 0.1 NTUs	98%	99%	99%	99%

2021 Goals

1. Complete formal Level 3 AWWA Partnership for Safe Water by April of 2021.
2. Complete design and bid Station 4 upgrade, high lift station at the Water Treatment Plant.
3. Maintain competitive rates with comparable communities in New Hampshire.
4. Implement the 2019 energy evaluation recommendations.

2020 Goals Status

1. Complete formal application to AWWA Partnership for Safe Water in April of 2020.
   9-Month Status: On schedule for Level 2 Application.

2. Complete upgrade and installation of efficiency pumps at Pump Station 5 - Broad Cove Drive.
   9-Month Status: Project substantially completed.

3. Maintain competitive rates with comparable communities in New Hampshire.
   9-Month Status: Rates maintained and a proposed rate increase of 0% will lead to favorable rates relative to other communities.

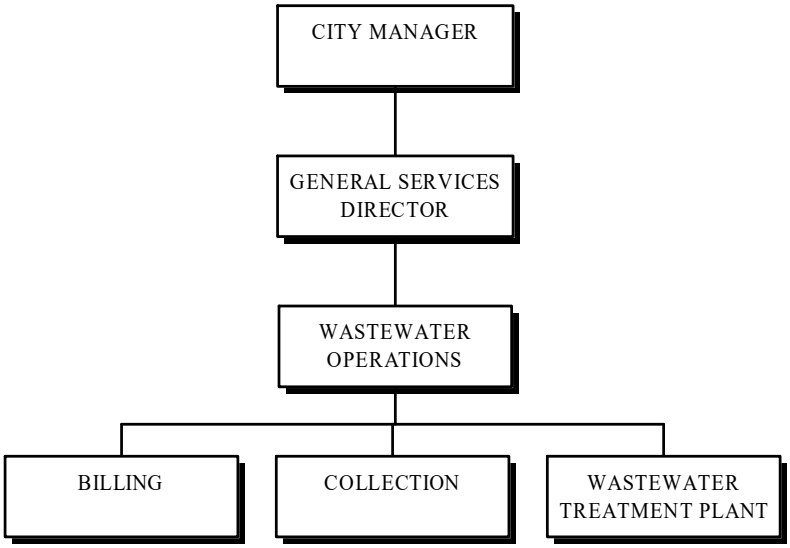
4. Implement the 2019 energy evaluation recommendations.
   9-Month Status: Staff is evaluating which projects to implement first, as funds become available.

Wastewater Fund

Mission

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

WASTEWATER FUND
ORGANIZATIONAL CHART



Core Responsibilities

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

Wastewater Fund

Fund Summary	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	**$7,975,513**	**$7,520,490**	**$8,127,654**
Expense	**$8,864,632**	**$8,539,095**	**$8,538,963**
Net Income (Loss)		**($1,018,605)**	**($411,309)**
Beginning Working Capital		**$3,886,716**	**$2,868,111**
Ending Working Capital		**$2,868,111**	**$2,456,802**

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.

An 8.25% rate increase is proposed for FY 2021.

Wastewater Fund

Budget Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Fines and Penalties	$28,467	$28,671	$30,500	$30,500	$30,500
Other Permits	$1,125	$1,125	$1,500	$0	$1,500
Other Service Charges	$10,937	$1,316	$1,500	$0	$1,500
Sewer Usage	$6,454,216	$6,453,639	$6,738,979	$6,496,320	$7,172,000
Sewer Usage-Towns	$212,239	$204,386	$218,000	$229,000	$195,000
Leachate Processing	$449,259	$224,024	$200,000	$200,000	$200,000
Septage Processing	$98,602	$95,688	$65,000	$80,000	$70,000
Sludge Disposal	$20,837	$16,445	$20,000	$13,903	$20,000
Testing Services	$1,758	$2,594	$1,600	$2,050	$1,600
Utility Investment Fee	$35,431	$41,330	$40,000	$55,100	$40,000
Rental Income	$3,587	$3,587	$4,190	$4,190	$4,190
Investment Income	$84,921	$158,272	$104,000	$104,000	$104,000
Sale of Assets	$5,099	$23,645	$0	$4,105	$0
Finance Charges	-$140	$409	$500	$500	$500
Retiree Health Insurance	$44,194	$39,743	$39,940	$44,000	$51,560
Use of Fund Balance	$0	$0	$275,000	$0	$0
Insurance Dist and Credits	$0	$12,207	$0	$6,562	$0
Other Revenue	$4,599	$40,208	$500	$7,260	$1,000
Share of Debt Service	$56,026	$50,360	$234,304	$243,000	$234,304
Total Revenue	**$7,511,157**	**$7,397,648**	**$7,975,513**	**$7,520,490**	**$8,127,654**
Expense					
Compensation	$1,401,806	$1,398,506	$1,518,303	$1,338,112	$1,486,974
Fringe Benefits	$788,444	$895,863	$947,587	$823,671	$856,076
Outside Services	$480,931	$420,388	$752,620	$769,359	$1,242,941
Supplies	$422,440	$434,755	$489,969	$489,969	$333,003
Utilities	$600,981	$594,885	$657,110	$598,681	$663,550
Insurance	$69,640	$63,960	$62,310	$62,190	$59,070
Capital Outlay	$53,488	$48,538	$58,000	$58,000	$58,000
Debt Service	$2,619,916	$2,842,398	$3,033,900	$3,039,280	$2,517,700
Transfer Out	$1,258,946	$1,359,786	$1,344,833	$1,359,833	$1,321,649
Total Expense	**$7,696,592**	**$8,059,080**	**$8,864,632**	**$8,539,095**	**$8,538,963**

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

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Number of Wastewater Odor Complaints Addressed	2	1	2	2
2. Percentage of Class A Materials Produced	96.5%	96.2%	98.1%	N/A
3. Percentage of Class B Materials Produced	1.3%	0%	0%	N/A
4. Unclassified Material	2.2%	3.8%	1.9%	N/A

2021 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 PFAS source identification and management.
4. Complete implementation of energy savings initiatives outlined in the FY 2020 Capital Improvement Plan to reduce electrical usage at the Hall Street Wastewater Treatment Plant by 10% for FY 2021.

2020 Goals Status

1. Meet the community's expectation for odor control.
   9-Month Status: The division has continued to maintain the City's odor control assets and has received only one odor complaint through the third quarter of FY 2020.

2. Maintain competitive rates with comparable communities in New Hampshire.
   9-Month Status: The division continues to manage the operation and capital budget in a conservative manner and does not anticipate any issues with budgeting in FY 2020.

3. Be a leader in bio-solids management.
   9-Month Status: The City continues to be a leader in biosolids management, recycling over 98% of solids materials.

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.
   9-Month Status: The division has completed the upgrade of exterior lighting, installation of energy saving variable speed drives on equipment, and replacement of one plant water pump to a more energy efficient model.

TIF Districts & CIP Summary

Budget Summary	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Capital Projects	$13,283,674	$13,721,908	$16,239,557	$16,239,557	$10,844,504
North End Opp Cor TIF District	$505,839	$514,420	$512,240	$507,942	$494,675
Sears Block TIF District	$1,081,751	$1,105,022	$1,140,740	$1,214,660	$1,233,900
Penacook Village TIF District	$60,328	$60,733	$557,625	$596,181	$149,735
Sub Total	**$14,931,591**	**$15,402,083**	**$18,450,162**	**$18,558,340**	**$12,722,814**
Expense					
Capital Projects	$13,283,674	$13,721,908	$16,239,557	$16,239,557	$10,844,504
North End Opp Cor TIF District	$204,105	$207,839	$236,733	$236,733	$244,985
Sears Block TIF District	$961,556	$981,272	$1,085,245	$1,083,255	$1,231,445
Penacook Village TIF District	$51,009	$51,516	$555,330	$554,300	$58,095
Sub Total	**$14,500,344**	**$14,962,535**	**$18,116,865**	**$18,113,845**	**$12,379,029**

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 $36,740,337 in infrastructure improvements within these Districts, of which $17,003,500 were TIF funds and $19,736,837 were supported by other funding sources. These investments have served as a catalyst for $98,293,788 in new assessed value generated by several real estate development projects (FY 2021 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, of which $6,846,500 were TIF supported funds and $949,500 were non-TIF funds ($849,500 from the City's Economic Development Reserve Fund and $100,000 in donations from the Capital Regional Development Council). To date, this investment has yielded $50,826,900 in new private development (FY 2021 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 August 12, 2019. 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 $22,944,840, of which $9,672,000 were TIF funds. To date, this investment has served as a catalyst for $43,256,788 in new private development (FY 2021 estimate). This figure excludes properties located at 5-7 South State Street, 15 Pleasant Street, and 10 Pleasant Street Extension, 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 $5,999,497, 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 $4,210,100 in new private development (FY 2021 estimate). Presently, the PVTIF District encompasses approximately 47 acres.

TIF Districts & CIP Summary

NEOCTIF Fund Summary	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	**$512,240**	**$507,942**	**$494,675**
Expense	**$236,733**	**$236,733**	**$244,985**
Net Income (Loss)		**$271,209**	**$249,690**
Beginning Working Capital		**$1,640,691**	**$1,911,900**
Ending Working Capital		**$1,911,900**	**$2,161,590**

NEOCTIF Fund Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Property Taxes	$489,942	$482,937	$492,240	$475,442	$489,675
Investment Income	$15,897	$31,483	$20,000	$32,500	$5,000
Total Revenue	**$505,839**	**$514,420**	**$512,240**	**$507,942**	**$494,675**
Expense					
Outside Services	$9,624	$10,896	$23,600	$23,600	$24,630
Debt Service	$41,481	$45,631	$44,450	$44,450	$43,240
Transfer Out	$153,000	$151,312	$168,683	$168,683	$177,115
Total Expense	**$204,105**	**$207,839**	**$236,733**	**$236,733**	**$244,985**

TIF Districts & CIP Summary

North End Opportunity Corridor Tax Finance District

The FY 2021 projected total incremental assessed value of new development constructed within the NEOCTIF District is $50,826,900

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 2021, the City will allocate $33,545,754 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 $33,545,754 allocated assessed value will yield approximately $950,539 in revenues for the City's General Fund, as well as the other taxing authorities.

The remaining $17,281,146 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 2021 Capital Improvement Program (CIP) contemplates appropriating $9.3 million for design, permitting, and construction of CIP #18 Storrs Street Extension North, together with water, sewer, railroad, and other infrastructure improvements associated therewith. However, these capital transfer dollars are asterisked in the CIP, meaning that the appropriation process for these funds will occur separately from the FY 2021 budget adoption process due to certain statutory requirements set forth within RSA 162-K (New Hampshire's Tax Increment Finance statute) concerning the amendment of the District's Development Program and Financing Plan and appropriation of TIF funds to support this project.

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

SBTIF Fund Summary	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	**$1,140,740**	**$1,214,660**	**$1,233,900**
Expense	**$1,085,245**	**$1,083,255**	**$1,231,445**
Net Income (Loss)		**$131,405**	**$2,455**
Beginning Working Capital		**$344,137**	**$475,542**
Ending Working Capital		**$475,542**	**$477,997**

SBTIF Fund Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Property Taxes	$1,079,800	$1,096,398	$1,132,740	$1,204,765	$1,225,900
Investment Income	$1,951	$8,624	$8,000	$9,895	$8,000
Total Revenue	**$1,081,751**	**$1,105,022**	**$1,140,740**	**$1,214,660**	**$1,233,900**
Expense					
Outside Services	$6,776	$3,906	$57,400	$55,410	$36,270
Debt Service	$279,767	$284,876	$341,410	$341,410	$424,440
Transfer Out	$675,012	$692,490	$686,435	$686,435	$770,735
Total Expense	**$961,556**	**$981,272**	**$1,085,245**	**$1,083,255**	**$1,231,445**

TIF Districts & CIP Summary

Sears Block Tax Finance District

The FY 2021 projected total incremental assessed value of new development constructed within the Sears Block TIF (SBTIF) District is $43,256,788.

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), as well as 10 Pleasant Street Extension.

Since its inception in 2003, the City has appropriated $22,944,840 for infrastructure improvements and other investments within the District. Of this total, $9,672,000 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 2021 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 2021, the SBTIF will transfer $454,060 to the General Fund, as follows:

1) $23,435 in Administrative Fees associated with management and administration of the SBTIF District;
2) $175,195 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) $39,875 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) $215,555 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 $316,675 to the Parking Fund in FY 2021. 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. In addition, beginning in FY 2021, the SBTIF will support new debt service payments associated with security cameras recently installed in the Storrs Street Garage ($95,000; FY 2019), as well as $1,060,000 for repairs and renovation of the Storrs Street Garage appropriated 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

PVTIF Fund Summary	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	**$557,625**	**$596,181**	**$149,735**
Expense	**$555,330**	**$554,300**	**$58,095**
Net Income (Loss)		**$41,881**	**$91,640**
Beginning Working Capital		**$102,537**	**$144,418**
Ending Working Capital		**$144,418**	**$236,058**

PVTIF Fund Detail	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Property Taxes	$59,211	$58,652	$59,825	$78,256	$146,435
Investment Income	$1,117	$2,081	$1,000	$18,825	$1,000
Other Revenue	$0	$0	$496,800	$499,100	$2,300
Total Revenue	**$60,328**	**$60,733**	**$557,625**	**$596,181**	**$149,735**
Expense					
Outside Services	$9,406	$10,159	$17,580	$16,550	$17,680
Debt Service	$34,577	$33,977	$33,200	$33,200	$32,280
Transfer Out	$7,025	$7,380	$504,550	$504,550	$8,135
Total Expense	**$51,009**	**$51,516**	**$555,330**	**$554,300**	**$58,095**

TIF Districts & CIP Summary

Penacook Village Tax Increment Finance District

The FY 2021 projected total incremental assessed value of new real estate development within the Penacook Village TIF (PVTIF) District is $4,210,100. This amount is largely associated with the new medical office building located at 4 Crescent Street, as well as Phase I of the Caleb Development Corporation's Penacook Landing housing development located at 33 Canal 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 $5,999,497, 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, as well as a $500,000 Community Development Block Grant for site improvements associated with the Caleb Development Corporation Project in 2019.

On September 18, 2019, the City sold 2.5 acres of the former Allied Leather Tannery site to the Caleb Development Corporation for $540,000. As part of that transaction, the City retained a 1.5 acre parcel with approximately 500' of frontage on the Contoocook River for a future river front park.

The FY 2021-2030 Capital Improvement Program (CIP) includes $1,375,000 in CIP #567 Penacook Riverfront Parks for the design, permitting, and construction of a new Riverfront Park. Of this total, $1,275,000 would be PVTIF supported funds. However, these capital transfer dollars are asterisked in the CIP, meaning that the appropriation process for these funds will occur separately from the FY 2021 budget adoption process due to certain statutory requirements set forth within RSA 162-K (New Hampshire's Tax Increment Finance statute) concerning amendment of the PVTIF Development Program and Financing Plan and appropriation of TIF supported funds for this project.

Presently, the PVTIF District is scheduled to terminate when existing debt service is fully repaid on June 30, 2035. 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 2021 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 typically require funds from the State/Federal government, or from donations, or other actions 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 – 2030) 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 2021 to FY 2030 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 2021 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 2021 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	$22,000
Arena / G.O. Bonds	$505,000
General / G.O. Bonds	$3,520,000
Parking / G.O. Bonds	$35,000
Sewer / G.O. Bonds	$1,550,000
Trans From General / Capital Transfer	$412,500
Trans From Sewer / Capital Transfer	$27,000
Trans From Sewer / Mountain Green Reserve	$30,000
Trans From Trust / Equip Replace Reserve	$50,000
Trans From Trust / Highway Reserve	$2,322,000
Trans From Water / Capital Transfer	$212,000
Water / G.O. Bonds	$1,181,000
Sub Total	**$9,866,500**

Repurposing by Funding Source	
General / Capital Close-out	$279,030
Parking / Capital Close-out	$30,226
Sewer / Capital Close-out	$240,692
Water / Capital Close-out	$428,056
Sub Total	**$978,004**
Total	**$10,844,504**

TIF Districts & CIP Summary

Appropriations and Repurposing by Department		2021 Budget
Finance Purchasing		
130	Multi-Function Photocopy Machines	$8,000
Sub Total		**$8,000**
Information Technology		
2	Information Technology Hardware & Software Replacement	$268,000
Sub Total		**$268,000**
Police - Operations		
370	Police Department Ballistic Vest Replacement Program	$75,000
484	Police Station Improvements	$50,000
575	Police Vehicle & Equipment Replacement	$330,000
595	Parking Meters	$30,226
621	Police Department Booking Room Renovations	$40,000
368	Police Department Communications Equipment	$210,000
Sub Total		**$735,226**
Fire		
4	Fire Department Vehicle Replacement	$696,331
252	Fire Station Improvements	$60,000
376	Fire Department Hose & Equipment Replacement	$110,000
561	Fire Alarm Infrastructure Replacement	$76,714
573	Fire Department Personnel Protective Equipment	$50,000
Sub Total		**$993,045**
GS-Highway / Utilities		
78	Annual Highway Improvement Program	$2,212,000
121	Vehicle & Equipment Replacement Program	$1,066,000
Sub Total		**$3,278,000**
GS-Public Properties		
64	Arena Improvements	$505,000
65	City Hall Renovations	$90,000
75	General Airport Repairs	$22,000
323	Combined Operations & Maintenance Facility (COMF) Improvements	$445,000
579	Downtown Squares	$25,000
Sub Total		**$1,087,000**

TIF Districts & CIP Summary

		2021 Budget
GS-Water		
88	Water Plant Improvements	$255,000
114	Penacook Lake Dam and Spillway Rehabilitation	$175,000
124	Water System SCADA Improvements	$30,000
244	Water Meter Replacement Program	$100,000
321	Water System Master Plan & Implementation	$50,000
451	Leak Detection	$10,000
Sub Total		**$620,000**
GS-Sewer		
104	Hall Street Waste Water Treatment Plant Improvements	$1,025,000
275	Sewer Pump Station Improvements	$630,692
466	Penacook Waste Water Treatment Plant Improvements	$55,000
Sub Total		**$1,710,692**
CD-Engineering Services		
83	Storm Water Improvements	$450,000
85	Water Main Replacement	$798,056
283	Traffic Signals and Traffic Operations Improvements	$38,130
297	Geographic Information Systems (GIS)	$10,500
518	Bridge and Dam Maintenance / Repairs	$75,000
602	Iron Works Road Bridge Replacement Project	$35,000
603	Washington Street Bridge Replacement Project	$737,855
Sub Total		**$2,144,541**
Total		**$10,844,504**

TIF Districts & CIP Summary

Capital Improvement Program 2021-2030

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
130	Multi-Function Photocopy Machines	Finance Purchasing

TIF Districts & CIP Summary

Project #	Title	Department
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
368	Police Department Communications Equipment	Police - Operations
370	Police Department Ballistic Vest Replacement Program	Police - Operations
372	Water System Pump Station Improvements	GS-Water
375	Fire Department Boats	Fire
376	Fire Department Hose & Equipment Replacement	Fire
380	Neighborhood Safety Improvements	CD-Engineering Services
381	Landfill Closure and Maintenance	GS-Solid Waste
383	New Airport Terminal Building	CD-Engineering Services
403	Parking Division Vehicle Replacement Program	Police - Operations
410	Sewer Video Inspection Equipment	GS-Sewer
432	North State Street Parking Garage (Formerly Firehouse Block)	City Manager /Operation
433	School Street Parking Garage (Formerly Durgin Block)	Police - Operations
447	Landfill Soil Vapor Extraction Systems	GS-Solid Waste
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
502	Whitney Road Extension	CD-Engineering Services
505	South Main Street Corridor Improvements	CD-Engineering Services
515	Golf Course Winter Recreation Improvements	Rec-Grounds
518	Bridge and Dam Maintenance / Repairs	CD-Engineering Services

TIF Districts & CIP Summary

Project #	Title	Department
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 Round About	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
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
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

TIF Districts & CIP Summary

Project #	Title	Department
611	Eastman Street Retaining Wall	CD-Engineering Services
615	Fiber System Replacement	Information Technology
618	Unmanned Aerial System (UAS)	Police - Operations
536	Hangar Replacement	CD-Engineering Services
514	Airport Parking Lot Improvements	CD-Engineering Services
525	Telephone System Replacement Program	Information Technology
302	Enterprise Wide Information Systems Applications	Information Technology
627	Parking Strategic Plan	City Manager /Operation
620	Police Department Security Fencing	Police - Operations
621	Police Department Booking Room Renovations	Police - Operations
591	Sidewalk Cleanliness	GS-Public Properties

City of Concord, New Hampshire

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

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Base Value for Debt Limits (1)	$ 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	$ 4,400,883,875
Legal Debt Limits (% of Base Value)										
General - 1.75% thru 1998, 3% 1999 on (2)	$ 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	$ 132,026,516
Water - 10% (2)	$ 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	$ 440,088,388
Issued Debt at June 30										
Total Issued Debt at June 30	$ 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	$ 98,135,097
Less Water Fund	(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)	(15,599,418)
Less Sewer Fund (3)	(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)	(19,740,561)
Less Tax Increment Debt (3)	(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)	(5,501,400)
Less Landfill Debt (3)	(1,136,332)	(900,425)	(668,901)	(442,001)	(218,732)	-	-	-	-	-
Authorized Unissued at June 30										
Total Authorized Unissued Debt at June 30	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	9,009,326
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	(697,000)	(175,000)	(150,000)	-	-	(136)	(36,500)	(136,500)	(36,500)	(791,700)
Less Sewer Fund (3)	(392,672)	(552,672)	(2,168,172)	-	-	-	(36,500)	(136,500)	(36,500)	(356,500)
Less Tax Increment Debt (3)	(285,000)	(285,000)	-	-	-	-	-	-	-	-
Total Debt Subject to general limit	$ 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	$ 65,154,844
Legal Debt Margin										
General	86,702,665	81,881,850	75,799,406	78,776,132	74,213,906	72,315,446	62,344,296	56,183,440	59,400,348	66,871,672
Water Fund	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	423,697,270
% of Legal Debt Limits Used										
General	28.1%	29.1%	31.5%	32.3%	38.9%	38.4%	48.1%	53.6%	53.1%	49.3%
Water Fund	2.8%	3.1%	3.2%	3.3%	3.1%	3.3%	3.6%	4.0%	3.8%	3.5%

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 General Obligation Bonds	Business-Type Activities General Obligation Bonds	Total Primary Government	Per Capita	Percentage of Personal Income	Percentage of Estimated Actual Taxable Value of Property
2019	$ 65,295,547	$ 36,976,773	$ 102,272,320	$ 2,356	7.29%	2.45%
2018	60,259,916	37,920,176	98,180,092	2,206	7.15%	2.36%
2017	53,849,403	35,844,265	89,693,668	2,038	6.70%	2.22%
2016	49,375,887	32,810,121	82,186,008	2,206	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%

City of Concord, New Hampshire

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

Fiscal Year	Local Assessed Value (1) Residential	Commercial/ Industrial	Utilities	Total Assessed Value	Less Exemptions to Assessed Value (1)	Total Taxable Assessed Value (1)	Total Direct Tax Rate per $1,000 of Assessed Value	Estimated Full Value (2)	Ratio of Total Assessed Value to Total Estimated Full Value
2019	$ 2,462,226,874	$ 1,602,481,857	$ 203,135,500	$ 4,267,844,231	$ 87,033,611	$ 4,180,810,620	$ 25.44	$ 4,430,221,635	96.3%
2018	2,341,028,799	1,531,794,890	188,082,990	4,060,906,679	30,676,314	4,030,230,365	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%

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)

	2010	2011 [1]	2012	2013	2014	2015	2016	2017	2018	2019
General Fund										
Reserved	$ 966,768	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Unreserved	7,025,545	-	-	-	-	-	-	-	-	-
Nonspendable	-	181,815	152,871	152,871	152,871	152,871	168,027	212,814	375,704	380,210
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	5,354,512
Assigned	-	1,355,353	894,000	935,000	750,000	960,000	930,000	975,000	975,000	1,400,000
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	11,769,490
Total General Fund	$ 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	$ 18,904,212
Other Governmental Funds										
Reserved	$ 10,652,150	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Unreserved:										
Special Revenue Funds	8,124,307	-	-	-	-	-	-	-	-	-
Capital Project Funds	3,500,587	-	-	-	-	-	-	-	-	-
Debt Service	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	11,229,848
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	17,159,828
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	4,903,220
Assigned	-	-	-	-	-	-	-	-	-	-
Unassigned	-	(915)	(1,290)	-	(1,329,031)	(726,422)	(2,091,373)	(2,180,891)	(4,747,101)	(2,462,365)
Total Other Funds	$ 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	$ 30,830,531

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 2021
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
General								
2	Information Technology Hardware & Software Replacement	221,000	0	0	221,000	0	0	0
4	Fire Department Vehicle Replacement	696,331	695,000	1,331	0	0	0	0
18*	Storrs Street Extension, North & South	9,300,000	0	0	0	0	0	9,300,000
34*	North Main Street / Storrs Street Intersection Signalization	370,680	200,000	0	0	0	0	170,680
51*	White Park	265,000	265,000	0	0	0	0	0
52*	Keach Park	40,000	40,000	0	0	0	0	0
63*	City Wide Recreation Facility Improvements	860,000	860,000	0	0	0	0	0
65	City Hall Renovations	90,000	90,000	0	0	0	0	0
78	Annual Highway Improvement Program	2,212,000	0	0	0	0	0	2,212,000
83	Storm Water Improvements	450,000	450,000	0	0	0	0	0
121	Vehicle & Equipment Replacement Program	800,000	800,000	0	0	0	0	0
130	Multi-Function Photocopy Machines	8,000	0	0	8,000	0	0	0
235*	Golf Course Grounds Improvements	195,000	195,000	0	0	0	0	0
252	Fire Station Improvements	60,000	60,000	0	0	0	0	0
283	Traffic Signals and Traffic Operations Improvements	38,130	30,000	8,130	0	0	0	0
297	Geographic Information Systems (GIS)	3,500	0	0	3,500	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	225,000	225,000	0	0	0	0	0
368	Police Department Communications Equipment	175,000	175,000	0	0	0	0	0

FISCAL YEAR 2021
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
370	Police Department Ballistic Vest Replacement Program	75,000	75,000	0	0	0	0	0
376	Fire Department Hose & Equipment Replacement	110,000	110,000	0	0	0	0	0
484	Police Station Improvements	50,000	50,000	0	0	0	0	0
518	Bridge and Dam Maintenance / Repairs	75,000	0	0	0	0	0	75,000
551*	Library Maintenance	130,000	130,000	0	0	0	0	0
561	Fire Alarm Infrastructure Replacement	76,714	30,000	46,714	0	0	0	0
567*	Penacook Riverfront Parks	1,350,000	0	0	0	0	0	1,350,000
571*	I-393/Horseshoe Pond Drainage Improvements	600,000	0	0	0	0	600,000	0
573	Fire Department Personnel Protective Equipment	50,000	0	0	50,000	0	0	0
575	Police Vehicle & Equipment Replacement	330,000	150,000	0	130,000	0	0	50,000
579	Downtown Squares	25,000	25,000	0	0	0	0	0
587*	Cemetery Improvements	50,000	50,000	0	0	0	0	0
602	Iron Works Road Bridge Replacement Project	35,000	0	0	0	0	0	35,000
603	Washington Street Bridge Replacement Project	737,855	515,000	222,855	0	0	0	0
621	Police Department Booking Room Renovations	40,000	40,000	0	0	0	0	0
	Subtotal General	**19,744,210**	**5,260,000**	**279,030**	**412,500**	**0**	**600,000**	**13,192,680**
	Less *	**13,160,680**	**1,740,000**	**0**	**0**	**0**	**600,000**	**10,820,680**
	Total General	**6,583,530**	**3,520,000**	**279,030**	**412,500**	**0**	**0**	**2,372,000**

FISCAL YEAR 2021
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
Parking								
368	Police Department Communications Equipment	35,000	35,000	0	0	0	0	0
432*	North State Street Parking Garage (Formerly Firehouse Block)	350,000	350,000	0	0	0	0	0
595	Parking Meters	30,226	0	30,226	0	0	0	0
595*	Parking Meters	820,000	820,000	0	0	0	0	0
627*	Parking Strategic Plan	30,000	30,000	0	0	0	0	0
	Subtotal Parking	**1,265,226**	**1,235,000**	**30,226**	**0**	**0**	**0**	**0**
	Less *	**1,200,000**	**1,200,000**	**0**	**0**	**0**	**0**	**0**
	Total Parking	**65,226**	**35,000**	**30,226**	**0**	**0**	**0**	**0**
Airport								
75	General Airport Repairs	22,000	22,000	0	0	0	0	0
	Subtotal Airport	**22,000**	**22,000**	**0**	**0**	**0**	**0**	**0**
	Less *	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Total Airport	**22,000**	**22,000**	**0**	**0**	**0**	**0**	**0**

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
Golf								
235*	Golf Course Grounds Improvements	75,000	75,000	0	0	0	0	0
530*	Golf Course Equipment	60,000	60,000	0	0	0	0	0
	Subtotal Golf	**135,000**	**135,000**	**0**	**0**	**0**	**0**	**0**
	Less *	**135,000**	**135,000**	**0**	**0**	**0**	**0**	**0**
	Total Golf	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Arena								
64	Arena Improvements	505,000	505,000	0	0	0	0	0
	Subtotal Arena	**505,000**	**505,000**	**0**	**0**	**0**	**0**	**0**
	Less *	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Total Arena	**505,000**	**505,000**	**0**	**0**	**0**	**0**	**0**

FISCAL YEAR 2021
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
Water								
2	Information Technology Hardware & Software Replacement	23,500	0	0	23,500	0	0	0
85	Water Main Replacement	798,056	370,000	428,056	0	0	0	0
88	Water Plant Improvements	255,000	250,000	0	5,000	0	0	0
114	Penacook Lake Dam and Spillway Rehabilitation	175,000	175,000	0	0	0	0	0
121	Vehicle & Equipment Replacement Program	266,000	266,000	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)	3,500	0	0	3,500	0	0	0
321	Water System Master Plan & Implementation	50,000	0	0	50,000	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	110,000	110,000	0	0	0	0	0
451	Leak Detection	10,000	10,000	0	0	0	0	0
	Subtotal Water	**1,821,056**	**1,181,000**	**428,056**	**212,000**	**0**	**0**	**0**
	Less *	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Total Water	**1,821,056**	**1,181,000**	**428,056**	**212,000**	**0**	**0**	**0**

FISCAL YEAR 2021
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
Wastewater								
2	Information Technology Hardware & Software Replacement	23,500	0	0	23,500	0	0	0
91*	Sewer Main Rehabilitation and Construction	40,000	0	0	40,000	0	0	0
104	Hall Street Waste Water Treatment Plant Improvements	1,025,000	1,025,000	0	0	0	0	0
275	Sewer Pump Station Improvements	630,692	360,000	240,692	0	0	0	30,000
297	Geographic Information Systems (GIS)	3,500	0	0	3,500	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	110,000	110,000	0	0	0	0	0
466	Penacook Waste Water Treatment Plant Improvements	55,000	55,000	0	0	0	0	0
	Subtotal Wastewater	**1,887,692**	**1,550,000**	**240,692**	**67,000**	**0**	**0**	**30,000**
	Less *	**40,000**	**0**	**0**	**40,000**	**0**	**0**	**0**
	Total Wastewater	**1,847,692**	**1,550,000**	**240,692**	**27,000**	**0**	**0**	**30,000**
	Subtotal	**25,380,184**	**9,888,000**	**978,004**	**691,500**	**0**	**600,000**	**13,222,680**
	Less *	**14,535,680**	**3,075,000**	**0**	**40,000**	**0**	**600,000**	**10,820,680**
	Grand Total	**10,844,504**	**6,813,000**	**978,004**	**651,500**	**0**	**0**	**2,402,000**

2021-2030
CAPITAL IMPROVEMENT
SUMMARY LISTING

Type	General	Parking	Arena	Cemetery	Golf	Airport	Water	Sewer	Solid Waste	Other	Total
Capital Close-out	279,030	30,226	0	0	0	0	428,056	240,692	0	0	978,004
Capital Outlay	0	0	0	0	0	12,650	0	0	0	0	12,650
Capital Transfer	5,584,750	47,500	0	0	25,000	352,884	2,114,875	824,875	20,000	0	8,969,884
Donations	7,660,400	0	0	0	0	0	0	0	0	0	7,660,400
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	13,213,900	13,213,900
G.O. Bonds	150,478,700	15,015,000	1,430,000	0	915,000	2,547,406	9,746,500	59,066,500	170,000	0	239,369,106
Highway Reserve	27,687,000	0	0	0	0	0	0	0	0	0	27,687,000
Impact Fees Rec Dist 1	100,000	0	0	0	0	0	0	0	0	0	100,000
Impact Fees Traf Dist 1	224,000	0	0	0	0	0	0	0	0	0	224,000
Impact Fees Traf Dist 2	15,790	0	0	0	0	0	0	0	0	0	15,790
Impact Fees Traf Dist 3	208,630	0	0	0	0	0	0	0	0	0	208,630
Impact Fees Traf Dist 4	357,260	0	0	0	0	0	0	0	0	0	357,260
Mountain Green Reserve	0	0	0	0	0	0	0	380,000	0	0	380,000
State	0	0	0	0	0	0	0	0	0	21,050,940	21,050,940
Tax Increment Financing	0	0	0	0	0	0	0	0	0	14,975,000	14,975,000
Total	192,675,560	15,092,726	1,430,000	0	940,000	2,912,940	12,289,431	60,512,067	190,000	49,239,840	335,282,564

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General /G.O. Bonds											
63 City Wide Recreation Facility Improvements	860,000 *	285,000	587,500	550,000	550,000	0	0	0	0	0	2,832,500
121 Vehicle & Equipment Replacement Program	800,000	998,000	1,292,000	1,042,000	1,057,000	1,255,000	1,296,000	1,603,000	1,456,000	1,261,000	12,060,000
4 Fire Department Vehicle Replacement	695,000	765,000	1,500,000	975,000	1,495,000	920,000	795,000	100,000	325,000	935,000	8,505,000
603 Washington Street Bridge Replacement Project	515,000	0	0	0	0	0	0	0	0	0	515,000
83 Storm Water Improvements	450,000	0	100,000	650,000	1,250,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,950,000
51 White Park	265,000 *	0	305,000	235,000	70,000	60,000	125,000	150,000	10,000	0	1,220,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	225,000	415,000	90,000	30,000	0	0	100,000	0	0	0	860,000
34 North Main Street / Storrs Street Intersection Signalization	200,000 *	0	0	0	0	0	0	0	0	0	200,000
235 Golf Course Grounds Improvements	195,000 *	285,000	285,000	325,000	0	0	0	0	0	0	1,090,000
368 Police Department Communications Equipment	175,000	175,000	0	0	0	0	80,000	0	0	0	430,000
575 Police Vehicle & Equipment Replacement	150,000	0	0	0	0	0	0	0	0	0	150,000
551 Library Maintenance	130,000 *	40,000	330,000	130,000	100,000	300,000	0	275,000	0	0	1,305,000
376 Fire Department Hose & Equipment Replacement	110,000	0	0	0	0	0	0	35,000	0	80,000	225,000

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
65 City Hall Renovations	90,000	2,075,000	530,000	10,000	0	100,000	0	0	0	0	2,805,000
370 Police Department Ballistic Vest Replacement Program	75,000	0	0	0	0	80,000	0	0	0	0	155,000
252 Fire Station Improvements	60,000	0	350,000	0	0	0	0	0	0	80,000	490,000
484 Police Station Improvements	50,000	0	100,000	0	0	0	0	0	0	0	150,000
587 Cemetery Improvements	50,000 *	80,000	540,000	0	150,000	0	35,000	200,000	0	400,000	1,455,000
52 Keach Park	40,000 *	0	0	80,000	150,000	620,000	0	50,000	420,000	0	1,360,000
621 Police Department Booking Room Renovations	40,000	0	0	0	0	0	0	0	0	0	40,000
283 Traffic Signals and Traffic Operations Improvements	30,000	42,000	205,000	30,000	30,000	230,000	30,000	30,000	205,000	0	832,000
561 Fire Alarm Infrastructure Replacement	30,000	93,000	93,000	93,000	20,000	20,000	20,000	20,000	20,000	20,000	429,000
579 Downtown Squares	25,000	0	215,000	1,500,000	20,000	0	0	0	500,000	0	2,260,000
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	0	0	0	0	500,000	5,000,000	5,500,000
31 Broadway / West Street Intersection (McKee Square) Signalization	0	0	1,800,000	0	0	0	0	0	0	0	1,800,000
36 Manchester Street / Route 3 South	0	0	0	0	300,000	125,000	0	6,900,000	0	0	7,325,000

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
40 Langley Parkway	0	0	0	2,860,400	0	6,795,000	0	0	0	0	9,655,400
54 Russell Martin Park	0	0	0	0	0	700,000	700,000	200,000	0	0	1,600,000
55 Rolfe Park	0	0	0	85,000	150,000	60,000	0	20,000	0	300,000	615,000
56 Rollins Park	0	175,000	0	40,000	40,000	200,000	0	175,000	0	14,000	644,000
57 Gustaf H. Lehtinen Park/Hero's Bridge	0	0	0	0	0	0	0	110,000	0	0	110,000
59 Terrill Park	0	0	2,400,000	0	0	900,000	0	0	400,000	0	3,700,000
60 Kiwanis (Waterfront) Park	0	0	100,000	0	300,000	0	650,000	0	0	600,000	1,650,000
64 Arena Improvements	0	0	1,025,000	0	0	0	0	0	0	0	1,025,000
68 Library	0	0	500,000	0	0	0	875,000	8,730,000	0	0	10,105,000
107 Golf Course Club House and Maintenance Buildings	0	45,000	0	0	100,000	100,000	0	100,000	2,850,000	0	3,195,000
230 Opticom Replacement	0	0	0	0	0	0	0	0	0	20,000	20,000
305 Fire Department Communications Equipment	0	0	0	0	0	0	700,000	0	0	0	700,000
335 Thermal Imaging Cameras	0	0	0	0	45,000	0	0	0	0	60,000	105,000
358 Garrison Park	0	0	0	0	60,000	150,000	200,000	0	0	0	410,000
359 Merrill Park	0	0	0	0	225,000	30,000	0	100,000	120,000	0	475,000
360 Kimball Park	0	0	0	10,000	0	0	0	0	265,000	70,000	345,000
375 Fire Department Boats	0	0	30,000	0	0	0	0	0	0	40,000	70,000

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
380 Neighborhood Safety Improvements	0	40,000	0	0	0	0	0	0	0	0	40,000
381 Landfill Closure and Maintenance	0	0	0	0	0	0	8,120,000	0	0	0	8,120,000
502 Whitney Road Extension	0	0	0	0	3,000,000	0	0	0	0	0	3,000,000
505 South Main Street Corridor Improvements	0	0	0	0	0	0	0	0	160,000	1,150,000	1,310,000
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	415,000	0	0	0	0	0	415,000
520 Intersection Safety Improvements	0	0	0	50,000	100,000	150,000	0	0	0	0	300,000
527 Fire Department EMS Equipment Replacement	0	0	0	500,000	0	0	0	0	0	0	500,000
528 Pocket Parks	0	0	65,000	0	0	200,000	0	0	0	0	265,000
541 Regional Drive/Chenell Drive Intersection Improvements	0	0	0	0	0	850,000	0	0	0	0	850,000
543 Merrimack River Greenway Trail Project	0	0	0	0	1,100,000	0	0	0	0	0	1,100,000
557 Memorial Field	0	0	0	2,440,000	0	35,000	0	0	700,000	125,000	3,300,000
560 Fire Training Facility	0	0	0	0	0	0	0	500,000	0	0	500,000
563 Master Plan Update	0	30,000	180,000	0	0	0	0	0	0	0	210,000

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
567 Penacook Riverfront Parks	0	0	0	220,000	0	0	0	0	0	0	220,000
569 Parks and Cemeteries Small Turf Equipment	0	95,000	65,000	65,000	30,000	60,000	0	50,000	40,000	40,000	445,000
570 Pleasant/Warren/Fruit Intersection Round About	0	0	0	0	0	0	0	0	0	1,500,000	1,500,000
571 I-393/Horseshoe Pond Drainage Improvements	0	0	100,000	0	0	0	0	0	0	0	100,000
573 Fire Department Personnel Protective Equipment	0	0	0	0	750,000	30,000	31,200	31,200	31,200	31,200	904,800
583 East Concord Fire Station	0	0	0	0	0	0	0	6,000,000	0	0	6,000,000
588 Loudon Road Bridge Improvement Project	0	2,131,000	0	0	0	0	0	0	0	0	2,131,000
589 Downtown Corridor Streetscape Improvement Project	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	3,920,000
590 Downtown Civic District Sidewalk Replacement	0	0	0	0	750,000	0	0	0	0	0	750,000
591 Sidewalk Cleanliness	0	0	0	0	0	0	0	0	0	90,000	90,000
594 New Central Fire Station	0	0	0	0	0	0	14,000,000	0	0	0	14,000,000
598 TASER Replacement	0	0	50,000	50,000	0	0	0	60,000	60,000	0	220,000
602 Iron Works Road Bridge Replacement Project	0	0	0	0	0	400,000	0	0	0	0	400,000

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
611 Eastman Street Retaining Wall	0	0	0	0	0	0	0	190,000	0	0	190,000
620 Police Department Security Fencing	0	0	30,000	0	0	0	0	0	0	0	30,000
Total General /G.O. Bonds	5,260,000	8,019,000	13,542,500	12,590,400	13,357,000	16,480,000	29,982,200	27,489,200	10,062,200	13,696,200	150,478,700
General /Capital Transfer											
2 Information Technology Hardware & Software Replacement	221,000	214,750	183,750	247,500	187,500	183,500	166,500	187,500	220,000	214,750	2,026,750
575 Police Vehicle & Equipment Replacement	130,000	190,000	190,000	200,000	200,000	210,000	210,000	0	0	0	1,330,000
573 Fire Department Personnel Protective Equipment	50,000	25,000	30,000	30,000	30,000	30,000	0	0	0	0	195,000
130 Multi-Function Photocopy Machines	8,000	39,000	76,000	31,000	35,000	8,000	41,000	39,000	33,000	75,000	385,000
297 Geographic Information Systems (GIS)	3,500	3,500	73,500	3,500	3,500	3,500	3,500	3,000	0	0	97,500
302 Enterprise Wide Information Systems Applications	0	0	0	112,500	0	0	0	0	0	0	112,500
335 Thermal Imaging Cameras	0	35,000	0	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

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
477 Library Equipment Replacement	0	30,000	35,000	0	24,000	0	0	0	0	0	89,000
521 Police Firearms Range Improvements	0	0	0	0	20,000	0	0	0	0	0	20,000
525 Telephone System Replacement Program	0	0	0	0	0	225,000	0	0	0	0	225,000
550 Roundabout Maintenance	0	0	75,000	0	80,000	0	0	100,000	0	0	255,000
551 Library Maintenance	0	0	10,000	0	0	0	0	0	0	4,000	14,000
555 Handgun Replacement	0	0	0	0	0	0	50,000	0	0	0	50,000
599 Zoning Update	0	0	0	60,000	0	0	0	0	0	0	60,000
600 Impact Fee Ordinance Update	0	0	0	0	0	0	0	20,000	0	0	20,000
601 Design Guidelines Update	0	0	0	0	30,000	0	0	0	0	0	30,000
615 Fiber System Replacement	0	0	0	0	0	25,000	500,000	0	0	0	525,000
Total General /Capital Transfer	412,500	537,250	698,250	714,500	610,000	745,000	971,000	349,500	253,000	293,750	5,584,750
General /Capital Close-out											
603 Washington Street Bridge Replacement Project	222,855	0	0	0	0	0	0	0	0	0	222,855
561 Fire Alarm Infrastructure Replacement	46,714	0	0	0	0	0	0	0	0	0	46,714
283 Traffic Signals and Traffic Operations Improvements	8,130	0	0	0	0	0	0	0	0	0	8,130

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
4 Fire Department Vehicle Replacement	1,331	0	0	0	0	0	0	0	0	0	1,331
Total General /Capital Close-out	279,030	0	0	0	0	0	0	0	0	0	279,030
General /Highway Reserve											
78 Annual Highway Improvement Program	2,212,000	2,375,000	2,550,000	2,710,000	2,710,000	2,800,000	2,900,000	3,000,000	3,000,000	3,000,000	27,257,000
518 Bridge and Dam Maintenance / Repairs	75,000	75,000	75,000	100,000	0	0	0	0	0	0	325,000
602 Iron Works Road Bridge Replacement Project	35,000	0	0	0	0	0	0	0	0	0	35,000
230 Opticom Replacement	0	15,000	0	15,000	0	20,000	0	20,000	0	0	70,000
Total General /Highway Reserve	2,322,000	2,465,000	2,625,000	2,825,000	2,710,000	2,820,000	2,900,000	3,020,000	3,000,000	3,000,000	27,687,000
General /Equip Replace Reserve											
575 Police Vehicle & Equipment Replacement	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
General /Donations											
30 Hoit Road / Whitney Road Intersection Signalization	0	2,050,000	0	0	0	0	0	0	0	0	2,050,000
40 Langley Parkway	0	0	0	2,860,400	0	0	0	0	0	0	2,860,400

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
59 Terrill Park	0	0	100,000	0	0	0	0	0	0	0	100,000
60 Kiwanis (Waterfront) Park	0	0	0	0	0	0	50,000	0	0	0	50,000
68 Library	0	0	0	0	0	0	95,000	970,000	0	0	1,065,000
380 Neighborhood Safety Improvements	0	25,000	0	0	0	0	0	0	0	0	25,000
543 Merrimack River Greenway Trail Project	0	0	200,000	0	1,100,000	0	0	0	0	0	1,300,000
557 Memorial Field	0	80,000	0	0	0	0	0	0	0	0	80,000
591 Sidewalk Cleanliness	0	0	0	0	0	0	0	0	0	30,000	30,000
618 Unmanned Aerial System (UAS)	0	0	0	100,000	0	0	0	0	0	0	100,000
Total General /Donations	0	2,155,000	300,000	2,960,400	1,100,000	0	145,000	970,000	0	30,000	7,660,400
General /Econ. Dev. Reserve											
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
Other /Tax Increment Financing											
18 Storrs Street Extension, North & South	9,300,000 *	0	0	0	0	0	0	0	0	0	9,300,000
567 Penacook Riverfront Parks	1,275,000 *	0	0	0	0	0	0	0	0	0	1,275,000
97 Low Avenue Improvements	0	0	0	400,000	4,000,000	0	0	0	0	0	4,400,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Total Other /Tax Increment Financing	10,575,000	0	0	400,000	4,000,000	0	0	0	0	0	14,975,000
Other /Federal											
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	0	0	500,000	2,660,000	2,660,000	900,000	18,000	6,738,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	0	0	0	0	630,000	0	0	0	630,000
383 New Airport Terminal Building	0	0	0	207,000	0	543,000	0	0	0	0	750,000
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	0	150,000	1,000,000	0	0	0	1,150,000
471 Airport Fuel Farm	0	0	0	0	0	0	0	500,000	0	0	500,000
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	0	0	0	0	205,200	205,200	0	0	410,400
534 Tie Down Rehabilitation and Expansion	0	0	0	0	150,000	675,000	1,080,000	0	0	0	1,905,000
536 Hangar Replacement	0	0	0	0	0	0	0	0	0	477,000	477,000
572 Airport Master Plan	0	0	0	0	0	0	0	190,000	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	0	0	18,000	225,000	150,000	2,295,500	5,575,200	3,555,200	900,000	495,000	13,213,900

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Other /State											
571 I-393/Horseshoe Pond Drainage Improvements	600,000 *	0	0	0	0	0	0	0	0	0	600,000
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	0	0	27,778	147,778	147,778	50,000	1,000	374,334
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	0	0	0	0	35,000	0	0	0	35,000
383 New Airport Terminal Building	0	0	0	10,350	0	27,150	0	0	0	0	37,500
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	0	8,334	55,556	0	0	0	63,890
471 Airport Fuel Farm	0	0	0	0	0	0	0	27,778	0	0	27,778
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	0	0	0	0	11,400	11,400	0	0	22,800
534 Tie Down Rehabilitation and Expansion	0	0	0	0	8,334	37,500	60,000	0	0	0	105,834
536 Hangar Replacement	0	0	0	0	0	0	0	0	0	26,500	26,500
543 Merrimack River Greenway Trail Project	0	0	800,000	0	8,800,000	0	0	0	0	0	9,600,000
572 Airport Master Plan	0	0	0	0	0	0	0	10,554	0	0	10,554

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
588 Loudon Road Bridge Improvement Project	0	8,523,000	0	0	0	0	0	0	0	0	8,523,000
602 Iron Works Road Bridge Replacement Project	0	0	0	0	0	1,600,000	0	0	0	0	1,600,000
Total Other /State	600,000	8,523,000	800,000	10,350	8,808,334	1,724,512	309,734	197,510	50,000	27,500	21,050,940
Parking /G.O. Bonds											
595 Parking Meters	820,000 *	0	0	0	0	0	0	1,575,000	0	0	2,395,000
432 North State Street Parking Garage (Formerly Firehouse Block)	350,000 *	3,310,000	0	0	75,000	0	0	750,000	0	100,000	4,585,000
368 Police Department Communications Equipment	35,000	0	0	0	0	0	0	0	0	0	35,000
627 Parking Strategic Plan	30,000 *	0	0	0	0	100,000	0	0	0	0	130,000
403 Parking Division Vehicle Replacement Program	0	45,000	0	0	0	0	55,000	0	55,000	0	155,000
433 School Street Parking Garage (Formerly Durgin Block)	0	0	0	0	600,000	0	0	0	0	2,100,000	2,700,000
529 Storrs Street Parking Garage (Formerly Capital Commons)	0	0	0	0	0	630,000	0	0	0	3,000,000	3,630,000
596 Surface Lots	0	0	0	0	0	435,000	695,000	0	105,000	0	1,235,000
597 Parking Beacons	0	0	150,000	0	0	0	0	0	0	0	150,000
Total Parking /G.O. Bonds	1,235,000	3,355,000	150,000	0	675,000	1,165,000	750,000	2,325,000	160,000	5,200,000	15,015,000

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Parking /Capital Transfer											
595 Parking Meters	0	5,000	0	0	0	0	7,500	0	0	0	12,500
597 Parking Beacons	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000
Total Parking /Capital Transfer	0	5,000	0	5,000	5,000	5,000	12,500	5,000	5,000	5,000	47,500
Parking /Capital Close-out											
595 Parking Meters	30,226	0	0	0	0	0	0	0	0	0	30,226
Total Parking /Capital Close-out	30,226	0	0	0	0	0	0	0	0	0	30,226
Arena /G.O. Bonds											
64 Arena Improvements	505,000	100,000	75,000	650,000	100,000	0	0	0	0	0	1,430,000
Total Arena /G.O. Bonds	505,000	100,000	75,000	650,000	100,000	0	0	0	0	0	1,430,000
Golf /G.O. Bonds											
235 Golf Course Grounds Improvements	75,000 *	65,000	15,000	80,000	60,000	60,000	50,000	50,000	0	0	455,000
530 Golf Course Equipment	60,000 *	60,000	30,000	30,000	60,000	30,000	60,000	30,000	30,000	0	390,000
107 Golf Course Club House and Maintenance Buildings	0	0	0	10,000	0	50,000	10,000	0	0	0	70,000
Total Golf /G.O. Bonds	135,000	125,000	45,000	120,000	120,000	140,000	120,000	80,000	30,000	0	915,000

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Golf /Capital Transfer											
107 Golf Course Club House and Maintenance Buildings	0	25,000	0	0	0	0	0	0	0	0	25,000
Total Golf /Capital Transfer	0	25,000	0	0	0	0	0	0	0	0	25,000
Airport /G.O. Bonds											
75 General Airport Repairs	22,000	0	100,000	30,000	0	0	0	0	0	0	152,000
72 Runway Pavement Improvements	0	0	0	0	0	0	147,778	147,778	50,000	0	345,556
383 New Airport Terminal Building	0	0	0	0	0	1,729,850	0	0	0	0	1,729,850
514 Airport Parking Lot Improvements	0	0	0	0	0	0	0	0	0	320,000	320,000
Total Airport /G.O. Bonds	22,000	0	100,000	30,000	0	1,729,850	147,778	147,778	50,000	320,000	2,547,406
Airport /Capital Outlay											
383 New Airport Terminal Building	0	0	0	12,650	0	0	0	0	0	0	12,650
Total Airport /Capital Outlay	0	0	0	12,650	0	0	0	0	0	0	12,650
Airport /Capital Transfer											
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	23,750	0	0	0	0	23,750

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
72 Runway Pavement Improvements	0	0	0	0	0	27,778	0	0	0	1,000	28,778
75 General Airport Repairs	0	10,000	15,000	0	10,000	10,000	10,000	0	0	0	55,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	0	0	0	0	35,000	0	0	0	35,000
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	0	8,334	8,556	0	0	0	16,890
471 Airport Fuel Farm	0	0	0	0	0	0	0	27,778	0	0	27,778
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	0	0	0	0	11,400	11,400	0	0	22,800
534 Tie Down Rehabilitation and Expansion	0	0	0	0	8,334	37,500	60,000	0	0	0	105,834
536 Hangar Replacement	0	0	0	0	0	0	0	0	0	26,500	26,500
572 Airport Master Plan	0	0	0	0	0	0	0	10,554	0	0	10,554
Total Airport /Capital Transfer	0	10,000	15,000	0	18,334	107,362	124,956	49,732	0	27,500	352,884
Water /G.O. Bonds											
85 Water Main Replacement	370,000	0	0	0	0	0	0	0	0	0	370,000
121 Vehicle & Equipment Replacement Program	266,000	202,000	52,000	68,000	110,000	60,000	60,000	220,000	203,000	73,000	1,314,000
88 Water Plant Improvements	250,000	100,000	90,000	100,000	230,000	150,000	400,000	400,000	0	950,000	2,670,000

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
114 Penacook Lake Dam and Spillway Rehabilitation	175,000	0	0	250,000	0	0	0	0	0	0	425,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	110,000	202,500	45,000	15,000	0	0	50,000	0	0	0	422,500
451 Leak Detection	10,000	0	0	0	0	10,000	0	0	0	0	20,000
36 Manchester Street / Route 3 South	0	0	0	0	0	0	0	140,000	0	0	140,000
84 Water Main Cleaning & Lining	0	0	0	0	575,000	260,000	0	575,000	0	0	1,410,000
86 Water Main Construction	0	0	0	0	1,000,000	0	0	0	0	0	1,000,000
321 Water System Master Plan & Implementation	0	0	0	0	0	40,000	0	0	90,000	0	130,000
345 Water Supply Well Field Maintenance	0	0	0	0	0	0	0	150,000	0	0	150,000
347 Water Storage Tank Repairs	0	0	50,000	75,000	40,000	50,000	55,000	55,000	80,000	0	405,000
372 Water System Pump Station Improvements	0	0	180,000	0	1,020,000	0	0	0	0	0	1,200,000
482 Water System Asset Management	0	0	0	0	90,000	0	0	0	0	0	90,000
Total Water /G.O. Bonds	1,181,000	504,500	417,000	508,000	3,065,000	570,000	565,000	1,540,000	373,000	1,023,000	9,746,500
Water /Capital Transfer											
244 Water Meter Replacement Program	100,000	125,000	125,000	125,000	150,000	150,000	150,000	150,000	150,000	175,000	1,400,000

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
321 Water System Master Plan & Implementation	50,000	0	0	0	0	0	0	0	0	0	50,000
124 Water System SCADA Improvements	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
2 Information Technology Hardware & Software Replacement	23,500	19,125	30,625	41,250	31,250	17,250	27,750	31,250	25,000	19,125	266,125
88 Water Plant Improvements	5,000	0	0	0	0	0	0	0	0	0	5,000
297 Geographic Information Systems (GIS)	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	0	0	27,500
86 Water Main Construction	0	0	0	10,000	0	0	0	0	0	0	10,000
302 Enterprise Wide Information Systems Applications	0	0	0	18,750	0	0	0	0	0	0	18,750
525 Telephone System Replacement Program	0	0	0	0	0	37,500	0	0	0	0	37,500
Total Water /Capital Transfer	212,000	177,625	189,125	228,500	214,750	238,250	211,250	214,250	205,000	224,125	2,114,875
Water /Capital Close-out											
85 Water Main Replacement	428,056	0	0	0	0	0	0	0	0	0	428,056
Total Water /Capital Close-out	428,056	0	0	0	0	0	0	0	0	0	428,056

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Sewer /G.O. Bonds											
104 Hall Street Waste Water Treatment Plant Improvements	1,025,000	2,225,000	1,200,000	1,375,000	2,025,000	3,470,000	18,070,000	2,375,000	3,300,000	1,000,000	36,065,000
275 Sewer Pump Station Improvements	360,000	0	50,000	450,000	180,000	450,000	0	0	0	0	1,490,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	110,000	202,500	45,000	15,000	0	0	50,000	0	0	0	422,500
466 Penacook Waste Water Treatment Plant Improvements	55,000	100,000	500,000	160,000	775,000	350,000	2,100,000	175,000	525,000	450,000	5,190,000
36 Manchester Street / Route 3 South	0	0	0	0	0	0	300,000	0	0	0	300,000
89 Hall Street Waste Water Treatment Plant Odor Control	0	0	0	0	0	0	450,000	7,100,000	0	100,000	7,650,000
91 Sewer Main Rehabilitation and Construction	0	0	375,000	0	115,000	0	0	450,000	0	4,000,000	4,940,000
121 Vehicle & Equipment Replacement Program	0	160,000	525,000	365,000	260,000	180,000	200,000	147,000	250,000	317,000	2,404,000
410 Sewer Video Inspection Equipment	0	80,000	0	0	0	0	0	0	0	0	80,000
502 Whitney Road Extension	0	0	0	0	525,000	0	0	0	0	0	525,000
Total Sewer /G.O. Bonds	1,550,000	2,767,500	2,695,000	2,365,000	3,880,000	4,450,000	21,170,000	10,247,000	4,075,000	5,867,000	59,066,500

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Sewer /Capital Transfer											
91 Sewer Main Rehabilitation and Construction	40,000 *	55,000	40,000	50,000	40,000	40,000	40,000	40,000	40,000	40,000	425,000
2 Information Technology Hardware & Software Replacement	23,500	19,125	30,625	41,250	31,250	17,250	27,750	31,250	25,000	19,125	266,125
297 Geographic Information Systems (GIS)	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	0	0	27,500
104 Hall Street Waste Water Treatment Plant Improvements	0	0	15,000	0	0	0	0	0	0	0	15,000
302 Enterprise Wide Information Systems Applications	0	0	0	18,750	0	0	0	0	0	0	18,750
410 Sewer Video Inspection Equipment	0	0	0	0	0	0	20,000	0	0	0	20,000
466 Penacook Waste Water Treatment Plant Improvements	0	0	0	0	0	0	0	15,000	0	0	15,000
525 Telephone System Replacement Program	0	0	0	0	0	37,500	0	0	0	0	37,500
Total Sewer /Capital Transfer	67,000	77,625	89,125	113,500	74,750	98,250	91,250	89,250	65,000	59,125	824,875
Sewer /Capital Close-out											
275 Sewer Pump Station Improvements	240,692	0	0	0	0	0	0	0	0	0	240,692

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Total Sewer /Capital Close-out	240,692	0	0	0	0	0	0	0	0	0	240,692
Sewer /Mountain Green Reserve											
275 Sewer Pump Station Improvements	30,000	50,000	300,000	0	0	0	0	0	0	0	380,000
Total Sewer /Mountain Green Reserve	30,000	50,000	300,000	0	0	0	0	0	0	0	380,000
Solid Waste /Capital Transfer											
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
Solid Waste /G.O. Bonds											
447 Landfill Soil Vapor Extraction Systems	0	0	0	0	0	0	125,000	45,000	0	0	170,000
Total Solid Waste /G.O. Bonds	0	0	0	0	0	0	125,000	45,000	0	0	170,000
General /Impact Fees Rec Dist 1											
567 Penacook Riverfront Parks	75,000 *	0	0	0	0	0	0	0	0	0	75,000
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	75,000	0	0	0	0	0	0	25,000	0	0	100,000

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General /Impact Fees Traf Dist 1											
34 North Main Street / Storrs Street Intersection Signalization	24,000 *	0	0	0	0	0	0	0	0	0	24,000
30 Hoit Road / Whitney Road Intersection Signalization	0	200,000	0	0	0	0	0	0	0	0	200,000
Total General /Impact Fees Traf Dist 1	24,000	200,000	0	0	0	0	0	0	0	0	224,000
General /Impact Fees Traf Dist 2											
34 North Main Street / Storrs Street Intersection Signalization	15,790 *	0	0	0	0	0	0	0	0	0	15,790
Total General /Impact Fees Traf Dist 2	15,790	0	0	0	0	0	0	0	0	0	15,790
General /Impact Fees Traf Dist 3											
34 North Main Street / Storrs Street Intersection Signalization	8,630 *	0	0	0	0	0	0	0	0	0	8,630
31 Broadway / West Street Intersection (McKee Square) Signalization	0	200,000	0	0	0	0	0	0	0	0	200,000
Total General /Impact Fees Traf Dist 3	8,630	200,000	0	0	0	0	0	0	0	0	208,630

***Excluded from Budget Appropriation**

2021-2030
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General /Impact Fees Traf Dist 4											
34 North Main Street / Storrs Street Intersection Signalization	122,260 *	0	0	0	0	0	0	0	0	0	122,260
519 Manchester Street/Old Turnpike Road Intersection Improvements	0	0	0	0	85,000	0	0	0	0	0	85,000
541 Regional Drive/Chenell Drive Intersection Improvements	0	0	0	0	150,000	0	0	0	0	0	150,000
Total General /Impact Fees Traf Dist 4	122,260	0	0	0	235,000	0	0	0	0	0	357,260
Grand Total	25,380,184	29,296,500	22,089,000	23,758,300	39,123,168	32,568,724	63,200,868	50,359,420	19,238,200	30,268,200	335,282,564

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Airport											
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	0	0	27,778	0	0	0	1,000	28,778
Airport G.O. Bonds	0	0	0	0	0	0	147,778	147,778	50,000	0	345,556
Other Federal	0	0	0	0	0	500,000	2,660,000	2,660,000	900,000	18,000	6,738,000
Other State	0	0	0	0	0	27,778	147,778	147,778	50,000	1,000	374,334
Subtotal	0	0	0	0	0	555,556	2,955,556	2,955,556	1,000,000	20,000	7,486,668
75 General Airport Repairs											
Airport Capital Transfer	0	10,000	15,000	0	10,000	10,000	10,000	0	0	0	55,000
Airport G.O. Bonds	22,000	0	100,000	30,000	0	0	0	0	0	0	152,000
Subtotal	22,000	10,000	115,000	30,000	10,000	10,000	10,000	0	0	0	207,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility											
Airport Capital Transfer	0	0	0	0	0	0	35,000	0	0	0	35,000
Other Federal	0	0	0	0	0	0	630,000	0	0	0	630,000
Other State	0	0	0	0	0	0	35,000	0	0	0	35,000
Subtotal	0	0	0	0	0	0	700,000	0	0	0	700,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
383 New Airport Terminal Building											
Airport Capital Outlay	0	0	0	12,650	0	0	0	0	0	0	12,650
Airport G.O. Bonds	0	0	0	0	0	1,729,850	0	0	0	0	1,729,850
Other Federal	0	0	0	207,000	0	543,000	0	0	0	0	750,000
Other State	0	0	0	10,350	0	27,150	0	0	0	0	37,500
Subtotal	0	0	0	230,000	0	2,300,000	0	0	0	0	2,530,000
468 Reconstruct Taxiway A & Itinerant Ramp											
Airport Capital Transfer	0	0	0	0	0	8,334	8,556	0	0	0	16,890
Other Federal	0	0	0	0	0	150,000	1,000,000	0	0	0	1,150,000
Other State	0	0	0	0	0	8,334	55,556	0	0	0	63,890
Subtotal	0	0	0	0	0	166,668	1,064,112	0	0	0	1,230,780
471 Airport Fuel Farm											
Airport Capital Transfer	0	0	0	0	0	0	0	27,778	0	0	27,778
Other Federal	0	0	0	0	0	0	0	500,000	0	0	500,000
Other State	0	0	0	0	0	0	0	27,778	0	0	27,778
Subtotal	0	0	0	0	0	0	0	555,556	0	0	555,556
492 Runway Protection Zone (RPZ) Obstruction Removal											
Airport Capital Transfer	0	0	0	0	0	0	11,400	11,400	0	0	22,800
Other Federal	0	0	0	0	0	0	205,200	205,200	0	0	410,400
Other State	0	0	0	0	0	0	11,400	11,400	0	0	22,800
Subtotal	0	0	0	0	0	0	228,000	228,000	0	0	456,000
514 Airport Parking Lot Improvements											
Airport G.O. Bonds	0	0	0	0	0	0	0	0	0	320,000	320,000
Subtotal	0	0	0	0	0	0	0	0	0	320,000	320,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
534 Tie Down Rehabilitation and Expansion											
Airport Capital Transfer	0	0	0	0	8,334	37,500	60,000	0	0	0	105,834
Other Federal	0	0	0	0	150,000	675,000	1,080,000	0	0	0	1,905,000
Other State	0	0	0	0	8,334	37,500	60,000	0	0	0	105,834
Subtotal	0	0	0	0	166,668	750,000	1,200,000	0	0	0	2,116,668
536 Hangar Replacement											
Airport Capital Transfer	0	0	0	0	0	0	0	0	0	26,500	26,500
Other Federal	0	0	0	0	0	0	0	0	0	477,000	477,000
Other State	0	0	0	0	0	0	0	0	0	26,500	26,500
Subtotal	0	0	0	0	0	0	0	0	0	530,000	530,000
572 Airport Master Plan											
Airport Capital Transfer	0	0	0	0	0	0	0	10,554	0	0	10,554
Other Federal	0	0	0	0	0	0	0	190,000	0	0	190,000
Other State	0	0	0	0	0	0	0	10,554	0	0	10,554
Subtotal	0	0	0	0	0	0	0	211,108	0	0	211,108
Total Airport	22,000	10,000	115,000	260,000	176,668	4,257,224	6,157,668	3,950,220	1,000,000	870,000	16,818,780
Arena											
64 Arena Improvements											
Arena G.O. Bonds	505,000	100,000	75,000	650,000	100,000	0	0	0	0	0	1,430,000
General G.O. Bonds	0	0	1,025,000	0	0	0	0	0	0	0	1,025,000
Subtotal	505,000	100,000	1,100,000	650,000	100,000	0	0	0	0	0	2,455,000
Total Arena	505,000	100,000	1,100,000	650,000	100,000	0	0	0	0	0	2,455,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Bridges											
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	100,000	0	0	0	0	0	0	325,000
Subtotal	75,000	325,000	75,000	100,000	0	0	0	0	0	0	575,000
588 Loudon Road Bridge Improvement Project											
General G.O. Bonds	0	2,131,000	0	0	0	0	0	0	0	0	2,131,000
Other State	0	8,523,000	0	0	0	0	0	0	0	0	8,523,000
Subtotal	0	10,654,000	0	0	0	0	0	0	0	0	10,654,000
602 Iron Works Road Bridge Replacement Project											
General G.O. Bonds	0	0	0	0	0	400,000	0	0	0	0	400,000
General Highway Reserve	35,000	0	0	0	0	0	0	0	0	0	35,000
Other State	0	0	0	0	0	1,600,000	0	0	0	0	1,600,000
Subtotal	35,000	0	0	0	0	2,000,000	0	0	0	0	2,035,000
603 Washington Street Bridge Replacement Project											
General Capital Close-out	222,855	0	0	0	0	0	0	0	0	0	222,855
General G.O. Bonds	515,000	0	0	0	0	0	0	0	0	0	515,000
Subtotal	737,855	0	0	0	0	0	0	0	0	0	737,855
Total Bridges	847,855	10,979,000	75,000	100,000	0	2,000,000	0	0	0	0	14,001,855
Cemeteries											
587 Cemetery Improvements											
General G.O. Bonds	50,000 *	80,000	540,000	0	150,000	0	35,000	200,000	0	400,000	1,455,000
Subtotal	50,000	80,000	540,000	0	150,000	0	35,000	200,000	0	400,000	1,455,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Total Cemeteries	50,000	80,000	540,000	0	150,000	0	35,000	200,000	0	400,000	1,455,000
Community Planning/Implementation											
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	60,000	0	0	0	0	0	0	60,000
Subtotal	0	0	0	60,000	0	0	0	0	0	0	60,000
601 Design Guidelines Update											
General Capital Transfer	0	0	0	0	30,000	0	0	0	0	0	30,000
Subtotal	0	0	0	0	30,000	0	0	0	0	0	30,000
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	0	30,000	228,000	78,000	30,000	0	0	0	0	0	366,000
Downtown											
97 Low Avenue Improvements											
Other Tax Increment Financing	0	0	0	400,000	4,000,000	0	0	0	0	0	4,400,000
Subtotal	0	0	0	400,000	4,000,000	0	0	0	0	0	4,400,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
579 Downtown Squares											
General G.O. Bonds	25,000	0	215,000	1,500,000	20,000	0	0	0	500,000	0	2,260,000
Subtotal	25,000	0	215,000	1,500,000	20,000	0	0	0	500,000	0	2,260,000
589 Downtown Corridor Streetscape Improvement Project											
General G.O. Bonds	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	3,920,000
Subtotal	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	3,920,000
590 Downtown Civic District Sidewalk Replacement											
General G.O. Bonds	0	0	0	0	750,000	0	0	0	0	0	750,000
Subtotal	0	0	0	0	750,000	0	0	0	0	0	750,000
Total Downtown	25,000	0	665,000	2,520,000	5,620,000	610,000	450,000	360,000	700,000	380,000	11,330,000
Fire Vehicles											
4 Fire Department Vehicle Replacement											
General Capital Close-out	1,331	0	0	0	0	0	0	0	0	0	1,331
General G.O. Bonds	695,000	765,000	1,500,000	975,000	1,495,000	920,000	795,000	100,000	325,000	935,000	8,505,000
Subtotal	696,331	765,000	1,500,000	975,000	1,495,000	920,000	795,000	100,000	325,000	935,000	8,506,331
Total Fire Vehicles	696,331	765,000	1,500,000	975,000	1,495,000	920,000	795,000	100,000	325,000	935,000	8,506,331
Golf											
107 Golf Course Club House and Maintenance Buildings											
General G.O. Bonds	0	45,000	0	0	100,000	100,000	0	100,000	2,850,000	0	3,195,000
Golf Capital Transfer	0	25,000	0	0	0	0	0	0	0	0	25,000
Golf G.O. Bonds	0	0	0	10,000	0	50,000	10,000	0	0	0	70,000
Subtotal	0	70,000	0	10,000	100,000	150,000	10,000	100,000	2,850,000	0	3,290,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
235 Golf Course Grounds Improvements											
General G.O. Bonds	195,000 *	285,000	285,000	325,000	0	0	0	0	0	0	1,090,000
Golf G.O. Bonds	75,000 *	65,000	15,000	80,000	60,000	60,000	50,000	50,000	0	0	455,000
Subtotal	270,000	350,000	300,000	405,000	60,000	60,000	50,000	50,000	0	0	1,545,000
530 Golf Course Equipment											
Golf G.O. Bonds	60,000 *	60,000	30,000	30,000	60,000	30,000	60,000	30,000	30,000	0	390,000
Subtotal	60,000	60,000	30,000	30,000	60,000	30,000	60,000	30,000	30,000	0	390,000
Total Golf	330,000	480,000	330,000	445,000	220,000	240,000	120,000	180,000	2,880,000	0	5,225,000
GSD Vehicles											
121 Vehicle & Equipment Replacement Program											
General G.O. Bonds	800,000	998,000	1,292,000	1,042,000	1,057,000	1,255,000	1,296,000	1,603,000	1,456,000	1,261,000	12,060,000
Sewer G.O. Bonds	0	160,000	525,000	365,000	260,000	180,000	200,000	147,000	250,000	317,000	2,404,000
Water G.O. Bonds	266,000	202,000	52,000	68,000	110,000	60,000	60,000	220,000	203,000	73,000	1,314,000
Subtotal	1,066,000	1,360,000	1,869,000	1,475,000	1,427,000	1,495,000	1,556,000	1,970,000	1,909,000	1,651,000	15,778,000
Total GSD Vehicles	1,066,000	1,360,000	1,869,000	1,475,000	1,427,000	1,495,000	1,556,000	1,970,000	1,909,000	1,651,000	15,778,000
Information Technology & Communications											
2 Information Technology Hardware & Software Replacement											
General Capital Transfer	221,000	214,750	183,750	247,500	187,500	183,500	166,500	187,500	220,000	214,750	2,026,750
Sewer Capital Transfer	23,500	19,125	30,625	41,250	31,250	17,250	27,750	31,250	25,000	19,125	266,125
Water Capital Transfer	23,500	19,125	30,625	41,250	31,250	17,250	27,750	31,250	25,000	19,125	266,125
Subtotal	268,000	253,000	245,000	330,000	250,000	218,000	222,000	250,000	270,000	253,000	2,559,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
130 Multi-Function Photocopy Machines											
General Capital Transfer	8,000	39,000	76,000	31,000	35,000	8,000	41,000	39,000	33,000	75,000	385,000
Subtotal	8,000	39,000	76,000	31,000	35,000	8,000	41,000	39,000	33,000	75,000	385,000
297 Geographic Information Systems (GIS)											
General Capital Transfer	3,500	3,500	73,500	3,500	3,500	3,500	3,500	3,000	0	0	97,500
Sewer Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	0	0	27,500
Water Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	0	0	27,500
Subtotal	10,500	10,500	80,500	10,500	10,500	10,500	10,500	9,000	0	0	152,500
302 Enterprise Wide Information Systems Applications											
General Capital Transfer	0	0	0	112,500	0	0	0	0	0	0	112,500
Sewer Capital Transfer	0	0	0	18,750	0	0	0	0	0	0	18,750
Water Capital Transfer	0	0	0	18,750	0	0	0	0	0	0	18,750
Subtotal	0	0	0	150,000	0	0	0	0	0	0	150,000
477 Library Equipment Replacement											
General Capital Transfer	0	30,000	35,000	0	24,000	0	0	0	0	0	89,000
Subtotal	0	30,000	35,000	0	24,000	0	0	0	0	0	89,000
525 Telephone System Replacement Program											
General Capital Transfer	0	0	0	0	0	225,000	0	0	0	0	225,000
Sewer Capital Transfer	0	0	0	0	0	37,500	0	0	0	0	37,500
Water Capital Transfer	0	0	0	0	0	37,500	0	0	0	0	37,500
Subtotal	0	0	0	0	0	300,000	0	0	0	0	300,000
615 Fiber System Replacement											
General Capital Transfer	0	0	0	0	0	25,000	500,000	0	0	0	525,000
Subtotal	0	0	0	0	0	25,000	500,000	0	0	0	525,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Total Information Technology & Communications	286,500	332,500	436,500	521,500	319,500	561,500	773,500	298,000	303,000	328,000	4,160,500
Intersections											
30 Hoit Road / Whitney Road Intersection Signalization											
General Donations	0	2,050,000	0	0	0	0	0	0	0	0	2,050,000
General Impact Fees Traf Dist 1	0	200,000	0	0	0	0	0	0	0	0	200,000
Subtotal	0	2,250,000	0	0	0	0	0	0	0	0	2,250,000
31 Broadway / West Street Intersection (McKee Square) Signalization											
General G.O. Bonds	0	0	1,800,000	0	0	0	0	0	0	0	1,800,000
General Impact Fees Traf Dist 3	0	200,000	0	0	0	0	0	0	0	0	200,000
Subtotal	0	200,000	1,800,000	0	0	0	0	0	0	0	2,000,000
34 North Main Street / Storrs Street Intersection Signalization											
General G.O. Bonds	200,000 *	0	0	0	0	0	0	0	0	0	200,000
General Impact Fees Traf Dist 1	24,000 *	0	0	0	0	0	0	0	0	0	24,000
General Impact Fees Traf Dist 2	15,790 *	0	0	0	0	0	0	0	0	0	15,790
General Impact Fees Traf Dist 3	8,630 *	0	0	0	0	0	0	0	0	0	8,630
General Impact Fees Traf Dist 4	122,260 *	0	0	0	0	0	0	0	0	0	122,260
Subtotal	370,680	0	0	0	0	0	0	0	0	0	370,680
283 Traffic Signals and Traffic Operations Improvements											
General Capital Close-out	8,130	0	0	0	0	0	0	0	0	0	8,130
General G.O. Bonds	30,000	42,000	205,000	30,000	30,000	230,000	30,000	30,000	205,000	0	832,000
Subtotal	38,130	42,000	205,000	30,000	30,000	230,000	30,000	30,000	205,000	0	840,130

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
519 Manchester Street/Old Turnpike Road Intersection Improvements											
General G.O. Bonds	0	0	0	0	415,000	0	0	0	0	0	415,000
General Impact Fees Traf Dist 4	0	0	0	0	85,000	0	0	0	0	0	85,000
Subtotal	0	0	0	0	500,000	0	0	0	0	0	500,000
520 Intersection Safety Improvements											
General G.O. Bonds	0	0	0	50,000	100,000	150,000	0	0	0	0	300,000
Subtotal	0	0	0	50,000	100,000	150,000	0	0	0	0	300,000
541 Regional Drive/Chenell Drive Intersection Improvements											
General G.O. Bonds	0	0	0	0	0	850,000	0	0	0	0	850,000
General Impact Fees Traf Dist 4	0	0	0	0	150,000	0	0	0	0	0	150,000
Subtotal	0	0	0	0	150,000	850,000	0	0	0	0	1,000,000
550 Roundabout Maintenance											
General Capital Transfer	0	0	75,000	0	80,000	0	0	100,000	0	0	255,000
Subtotal	0	0	75,000	0	80,000	0	0	100,000	0	0	255,000
570 Pleasant/Warren/Fruit Intersection Round About											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	1,500,000	1,500,000
Subtotal	0	0	0	0	0	0	0	0	0	1,500,000	1,500,000
Total Intersections	408,810	2,492,000	2,080,000	80,000	860,000	1,230,000	30,000	130,000	205,000	1,500,000	9,015,810
Other Vehicles											
569 Parks and Cemeteries Small Turf Equipment											
General G.O. Bonds	0	95,000	65,000	65,000	30,000	60,000	0	50,000	40,000	40,000	445,000
Subtotal	0	95,000	65,000	65,000	30,000	60,000	0	50,000	40,000	40,000	445,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
575 Police Vehicle & Equipment Replacement											
General Capital Transfer	130,000	190,000	190,000	200,000	200,000	210,000	210,000	0	0	0	1,330,000
General Equip Replace Reserve	50,000	0	0	0	0	0	0	0	0	0	50,000
General G.O. Bonds	150,000	0	0	0	0	0	0	0	0	0	150,000
Subtotal	330,000	190,000	190,000	200,000	200,000	210,000	210,000	0	0	0	1,530,000
Total Other Vehicles	330,000	285,000	255,000	265,000	230,000	270,000	210,000	50,000	40,000	40,000	1,975,000
Parking											
403 Parking Division Vehicle Replacement Program											
Parking G.O. Bonds	0	45,000	0	0	0	0	55,000	0	55,000	0	155,000
Subtotal	0	45,000	0	0	0	0	55,000	0	55,000	0	155,000
432 North State Street Parking Garage (Formerly Firehouse Block)											
Parking G.O. Bonds	350,000 *	3,310,000	0	0	75,000	0	0	750,000	0	100,000	4,585,000
Subtotal	350,000	3,310,000	0	0	75,000	0	0	750,000	0	100,000	4,585,000
433 School Street Parking Garage (Formerly Durgin Block)											
Parking G.O. Bonds	0	0	0	0	600,000	0	0	0	0	2,100,000	2,700,000
Subtotal	0	0	0	0	600,000	0	0	0	0	2,100,000	2,700,000
529 Storrs Street Parking Garage (Formerly Capital Commons)											
Parking G.O. Bonds	0	0	0	0	0	630,000	0	0	0	3,000,000	3,630,000
Subtotal	0	0	0	0	0	630,000	0	0	0	3,000,000	3,630,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
595 Parking Meters											
Parking Capital Close-out	30,226	0	0	0	0	0	0	0	0	0	30,226
Parking Capital Transfer	0	5,000	0	0	0	0	7,500	0	0	0	12,500
Parking G.O. Bonds	820,000 *	0	0	0	0	0	0	1,575,000	0	0	2,395,000
Subtotal	850,226	5,000	0	0	0	0	7,500	1,575,000	0	0	2,437,726
596 Surface Lots											
Parking G.O. Bonds	0	0	0	0	0	435,000	695,000	0	105,000	0	1,235,000
Subtotal	0	0	0	0	0	435,000	695,000	0	105,000	0	1,235,000
597 Parking Beacons											
Parking Capital Transfer	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000
Parking G.O. Bonds	0	0	150,000	0	0	0	0	0	0	0	150,000
Subtotal	0	0	150,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	185,000
627 Parking Strategic Plan											
Parking G.O. Bonds	30,000 *	0	0	0	0	100,000	0	0	0	0	130,000
Subtotal	30,000	0	0	0	0	100,000	0	0	0	0	130,000
Total Parking	1,230,226	3,360,000	150,000	5,000	680,000	1,170,000	762,500	2,330,000	165,000	5,205,000	15,057,726
Parks and Open Space											
51 White Park											
General G.O. Bonds	265,000 *	0	305,000	235,000	70,000	60,000	125,000	150,000	10,000	0	1,220,000
Subtotal	265,000	0	305,000	235,000	70,000	60,000	125,000	150,000	10,000	0	1,220,000
52 Keach Park											
General G.O. Bonds	40,000 *	0	0	80,000	150,000	620,000	0	50,000	420,000	0	1,360,000
Subtotal	40,000	0	0	80,000	150,000	620,000	0	50,000	420,000	0	1,360,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
54 Russell Martin Park											
General G.O. Bonds	0	0	0	0	0	700,000	700,000	200,000	0	0	1,600,000
Subtotal	0	0	0	0	0	700,000	700,000	200,000	0	0	1,600,000
55 Rolfe Park											
General G.O. Bonds	0	0	0	85,000	150,000	60,000	0	20,000	0	300,000	615,000
Subtotal	0	0	0	85,000	150,000	60,000	0	20,000	0	300,000	615,000
56 Rollins Park											
General G.O. Bonds	0	175,000	0	40,000	40,000	200,000	0	175,000	0	14,000	644,000
Subtotal	0	175,000	0	40,000	40,000	200,000	0	175,000	0	14,000	644,000
57 Gustaf H. Lehtinen Park/Hero's Bridge											
General G.O. Bonds	0	0	0	0	0	0	0	110,000	0	0	110,000
Subtotal	0	0	0	0	0	0	0	110,000	0	0	110,000
59 Terrill Park											
General Donations	0	0	100,000	0	0	0	0	0	0	0	100,000
General G.O. Bonds	0	0	2,400,000	0	0	900,000	0	0	400,000	0	3,700,000
Subtotal	0	0	2,500,000	0	0	900,000	0	0	400,000	0	3,800,000
60 Kiwanis (Waterfront) Park											
General Donations	0	0	0	0	0	0	50,000	0	0	0	50,000
General G.O. Bonds	0	0	100,000	0	300,000	0	650,000	0	0	600,000	1,650,000
Subtotal	0	0	100,000	0	300,000	0	700,000	0	0	600,000	1,700,000
358 Garrison Park											
General G.O. Bonds	0	0	0	0	60,000	150,000	200,000	0	0	0	410,000
Subtotal	0	0	0	0	60,000	150,000	200,000	0	0	0	410,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
359 Merrill Park											
General G.O. Bonds	0	0	0	0	225,000	30,000	0	100,000	120,000	0	475,000
Subtotal	0	0	0	0	225,000	30,000	0	100,000	120,000	0	475,000
360 Kimball Park											
General G.O. Bonds	0	0	0	10,000	0	0	0	0	265,000	70,000	345,000
Subtotal	0	0	0	10,000	0	0	0	0	265,000	70,000	345,000
515 Golf Course Winter Recreation Improvements											
General Impact Fees Rec Dist 1	0	0	0	0	0	0	0	25,000	0	0	25,000
Subtotal	0	0	0	0	0	0	0	25,000	0	0	25,000
528 Pocket Parks											
General G.O. Bonds	0	0	65,000	0	0	200,000	0	0	0	0	265,000
Subtotal	0	0	65,000	0	0	200,000	0	0	0	0	265,000
557 Memorial Field											
General Donations	0	80,000	0	0	0	0	0	0	0	0	80,000
General G.O. Bonds	0	0	0	2,440,000	0	35,000	0	0	700,000	125,000	3,300,000
Subtotal	0	80,000	0	2,440,000	0	35,000	0	0	700,000	125,000	3,380,000
567 Penacook Riverfront Parks											
General G.O. Bonds	0	0	0	220,000	0	0	0	0	0	0	220,000
General Impact Fees Rec Dist 1	75,000 *	0	0	0	0	0	0	0	0	0	75,000
Other Tax Increment Financing	1,275,000 *	0	0	0	0	0	0	0	0	0	1,275,000
Subtotal	1,350,000	0	0	220,000	0	0	0	0	0	0	1,570,000
Total Parks and Open Space	1,655,000	255,000	2,970,000	3,110,000	995,000	2,955,000	1,725,000	830,000	1,915,000	1,109,000	17,519,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Public Buildings											
63 City Wide Recreation Facility Improvements											
General G.O. Bonds	860,000 *	285,000	587,500	550,000	550,000	0	0	0	0	0	2,832,500
Subtotal	860,000	285,000	587,500	550,000	550,000	0	0	0	0	0	2,832,500
65 City Hall Renovations											
General G.O. Bonds	90,000	2,075,000	530,000	10,000	0	100,000	0	0	0	0	2,805,000
Subtotal	90,000	2,075,000	530,000	10,000	0	100,000	0	0	0	0	2,805,000
68 Library											
General Donations	0	0	0	0	0	0	95,000	970,000	0	0	1,065,000
General G.O. Bonds	0	0	500,000	0	0	0	875,000	8,730,000	0	0	10,105,000
Subtotal	0	0	500,000	0	0	0	970,000	9,700,000	0	0	11,170,000
323 Combined Operations & Maintenance Facility (COMF) Improvements											
General G.O. Bonds	225,000	415,000	90,000	30,000	0	0	100,000	0	0	0	860,000
Sewer G.O. Bonds	110,000	202,500	45,000	15,000	0	0	50,000	0	0	0	422,500
Water G.O. Bonds	110,000	202,500	45,000	15,000	0	0	50,000	0	0	0	422,500
Subtotal	445,000	820,000	180,000	60,000	0	0	200,000	0	0	0	1,705,000
551 Library Maintenance											
General Capital Transfer	0	0	10,000	0	0	0	0	0	0	4,000	14,000
General G.O. Bonds	130,000 *	40,000	330,000	130,000	100,000	300,000	0	275,000	0	0	1,305,000
Subtotal	130,000	40,000	340,000	130,000	100,000	300,000	0	275,000	0	4,000	1,319,000
583 East Concord Fire Station											
General G.O. Bonds	0	0	0	0	0	0	0	6,000,000	0	0	6,000,000
Subtotal	0	0	0	0	0	0	0	6,000,000	0	0	6,000,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
594 New Central Fire Station											
General G.O. Bonds	0	0	0	0	0	0	14,000,000	0	0	0	14,000,000
Subtotal	0	0	0	0	0	0	14,000,000	0	0	0	14,000,000
Total Public Buildings	1,525,000	3,220,000	2,137,500	750,000	650,000	400,000	15,170,000	15,975,000	0	4,000	39,831,500
Public Safety											
230 Opticom Replacement											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	20,000	20,000
General Highway Reserve	0	15,000	0	15,000	0	20,000	0	20,000	0	0	70,000
Subtotal	0	15,000	0	15,000	0	20,000	0	20,000	0	20,000	90,000
252 Fire Station Improvements											
General G.O. Bonds	60,000	0	350,000	0	0	0	0	0	0	80,000	490,000
Subtotal	60,000	0	350,000	0	0	0	0	0	0	80,000	490,000
305 Fire Department Communications Equipment											
General G.O. Bonds	0	0	0	0	0	0	700,000	0	0	0	700,000
Subtotal	0	0	0	0	0	0	700,000	0	0	0	700,000
335 Thermal Imaging Cameras											
General Capital Transfer	0	35,000	0	0	0	0	0	0	0	0	35,000
General G.O. Bonds	0	0	0	0	45,000	0	0	0	0	60,000	105,000
Subtotal	0	35,000	0	0	45,000	0	0	0	0	60,000	140,000
368 Police Department Communications Equipment											
General G.O. Bonds	175,000	175,000	0	0	0	0	80,000	0	0	0	430,000
Parking G.O. Bonds	35,000	0	0	0	0	0	0	0	0	0	35,000
Subtotal	210,000	175,000	0	0	0	0	80,000	0	0	0	465,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
370 Police Department Ballistic Vest Replacement Program											
General G.O. Bonds	75,000	0	0	0	0	80,000	0	0	0	0	155,000
Subtotal	75,000	0	0	0	0	80,000	0	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	40,000	70,000
Subtotal	0	0	30,000	0	0	30,000	0	0	0	40,000	100,000
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	110,000	0	0	0	0	0	0	35,000	0	80,000	225,000
Subtotal	110,000	0	25,000	30,000	0	30,000	0	35,000	0	80,000	310,000
484 Police Station Improvements											
General G.O. Bonds	50,000	0	100,000	0	0	0	0	0	0	0	150,000
Subtotal	50,000	0	100,000	0	0	0	0	0	0	0	150,000
521 Police Firearms Range Improvements											
General Capital Transfer	0	0	0	0	20,000	0	0	0	0	0	20,000
Subtotal	0	0	0	0	20,000	0	0	0	0	0	20,000
527 Fire Department EMS Equipment Replacement											
General G.O. Bonds	0	0	0	500,000	0	0	0	0	0	0	500,000
Subtotal	0	0	0	500,000	0	0	0	0	0	0	500,000
555 Handgun Replacement											
General Capital Transfer	0	0	0	0	0	0	50,000	0	0	0	50,000
Subtotal	0	0	0	0	0	0	50,000	0	0	0	50,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
560 Fire Training Facility											
General G.O. Bonds	0	0	0	0	0	0	0	500,000	0	0	500,000
Subtotal	0	0	0	0	0	0	0	500,000	0	0	500,000
561 Fire Alarm Infrastructure Replacement											
General Capital Close-out	46,714	0	0	0	0	0	0	0	0	0	46,714
General G.O. Bonds	30,000	93,000	93,000	93,000	20,000	20,000	20,000	20,000	20,000	20,000	429,000
Subtotal	76,714	93,000	93,000	93,000	20,000	20,000	20,000	20,000	20,000	20,000	475,714
573 Fire Department Personnel Protective Equipment											
General Capital Transfer	50,000	25,000	30,000	30,000	30,000	30,000	0	0	0	0	195,000
General G.O. Bonds	0	0	0	0	750,000	30,000	31,200	31,200	31,200	31,200	904,800
Subtotal	50,000	25,000	30,000	30,000	780,000	60,000	31,200	31,200	31,200	31,200	1,099,800
598 TASER Replacement											
General G.O. Bonds	0	0	50,000	50,000	0	0	0	60,000	60,000	0	220,000
Subtotal	0	0	50,000	50,000	0	0	0	60,000	60,000	0	220,000
618 Unmanned Aerial System (UAS)											
General Donations	0	0	0	100,000	0	0	0	0	0	0	100,000
Subtotal	0	0	0	100,000	0	0	0	0	0	0	100,000
620 Police Department Security Fencing											
General G.O. Bonds	0	0	30,000	0	0	0	0	0	0	0	30,000
Subtotal	0	0	30,000	0	0	0	0	0	0	0	30,000
621 Police Department Booking Room Renovations											
General G.O. Bonds	40,000	0	0	0	0	0	0	0	0	0	40,000
Subtotal	40,000	0	0	0	0	0	0	0	0	0	40,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Total Public Safety	671,714	343,000	708,000	818,000	865,000	240,000	881,200	666,200	111,200	331,200	5,635,514
Sewer Collection											
91 Sewer Main Rehabilitation and Construction											
Sewer Capital Transfer	40,000 *	55,000	40,000	50,000	40,000	40,000	40,000	40,000	40,000	40,000	425,000
Sewer G.O. Bonds	0	0	375,000	0	115,000	0	0	450,000	0	4,000,000	4,940,000
Subtotal	40,000	55,000	415,000	50,000	155,000	40,000	40,000	490,000	40,000	4,040,000	5,365,000
275 Sewer Pump Station Improvements											
Sewer Capital Close-out	240,692	0	0	0	0	0	0	0	0	0	240,692
Sewer G.O. Bonds	360,000	0	50,000	450,000	180,000	450,000	0	0	0	0	1,490,000
Sewer Mountain Green Reserve	30,000	50,000	300,000	0	0	0	0	0	0	0	380,000
Subtotal	630,692	50,000	350,000	450,000	180,000	450,000	0	0	0	0	2,110,692
410 Sewer Video Inspection Equipment											
Sewer Capital Transfer	0	0	0	0	0	0	20,000	0	0	0	20,000
Sewer G.O. Bonds	0	80,000	0	0	0	0	0	0	0	0	80,000
Subtotal	0	80,000	0	0	0	0	20,000	0	0	0	100,000
Total Sewer Collection	670,692	185,000	765,000	500,000	335,000	490,000	60,000	490,000	40,000	4,040,000	7,575,692
Sewer Treatment											
89 Hall Street Waste Water Treatment Plant Odor Control											
Sewer G.O. Bonds	0	0	0	0	0	0	450,000	7,100,000	0	100,000	7,650,000
Subtotal	0	0	0	0	0	0	450,000	7,100,000	0	100,000	7,650,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
104 Hall Street Waste Water Treatment Plant Improvements											
Sewer Capital Transfer	0	0	15,000	0	0	0	0	0	0	0	15,000
Sewer G.O. Bonds	1,025,000	2,225,000	1,200,000	1,375,000	2,025,000	3,470,000	18,070,000	2,375,000	3,300,000	1,000,000	36,065,000
Subtotal	1,025,000	2,225,000	1,215,000	1,375,000	2,025,000	3,470,000	18,070,000	2,375,000	3,300,000	1,000,000	36,080,000
466 Penacook Waste Water Treatment Plant Improvements											
Sewer Capital Transfer	0	0	0	0	0	0	0	15,000	0	0	15,000
Sewer G.O. Bonds	55,000	100,000	500,000	160,000	775,000	350,000	2,100,000	175,000	525,000	450,000	5,190,000
Subtotal	55,000	100,000	500,000	160,000	775,000	350,000	2,100,000	190,000	525,000	450,000	5,205,000
Total Sewer Treatment	1,080,000	2,325,000	1,715,000	1,535,000	2,800,000	3,820,000	20,620,000	9,665,000	3,825,000	1,550,000	48,935,000
Sidewalks and Streetscapes											
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
380 Neighborhood Safety Improvements											
General Donations	0	25,000	0	0	0	0	0	0	0	0	25,000
General G.O. Bonds	0	40,000	0	0	0	0	0	0	0	0	40,000
Subtotal	0	65,000	0	0	0	0	0	0	0	0	65,000
543 Merrimack River Greenway Trail Project											
General Donations	0	0	200,000	0	1,100,000	0	0	0	0	0	1,300,000
General G.O. Bonds	0	0	0	0	1,100,000	0	0	0	0	0	1,100,000
Other State	0	0	800,000	0	8,800,000	0	0	0	0	0	9,600,000
Subtotal	0	0	1,000,000	0	11,000,000	0	0	0	0	0	12,000,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
591 Sidewalk Cleanliness											
General Donations	0	0	0	0	0	0	0	0	0	30,000	30,000
General G.O. Bonds	0	0	0	0	0	0	0	0	0	90,000	90,000
Subtotal	0	0	0	0	0	0	0	0	0	120,000	120,000
Total Sidewalks and Streetscapes	0	65,000	1,225,000	0	11,250,000	0	275,000	0	300,000	120,000	13,235,000
Solid Waste Management											
381 Landfill Closure and Maintenance											
General G.O. Bonds	0	0	0	0	0	0	8,120,000	0	0	0	8,120,000
Subtotal	0	0	0	0	0	0	8,120,000	0	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	0	125,000	45,000	0	0	170,000
Subtotal	0	0	0	0	0	0	125,000	55,000	10,000	0	190,000
Total Solid Waste Management	0	0	0	0	0	0	8,245,000	55,000	10,000	0	8,310,000
Storm Sewer											
83 Storm Water Improvements											
General G.O. Bonds	450,000	0	100,000	650,000	1,250,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,950,000
Subtotal	450,000	0	100,000	650,000	1,250,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,950,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
571 I-393/Horseshoe Pond Drainage Improvements											
General G.O. Bonds	0	0	100,000	0	0	0	0	0	0	0	100,000
Other State	600,000 *	0	0	0	0	0	0	0	0	0	600,000
Subtotal	600,000	0	100,000	0	0	0	0	0	0	0	700,000
Total Storm Sewer	1,050,000	0	200,000	650,000	1,250,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,650,000
Street Corridor Improvements											
36 Manchester Street / Route 3 South											
General G.O. Bonds	0	0	0	0	300,000	125,000	0	6,900,000	0	0	7,325,000
Sewer G.O. Bonds	0	0	0	0	0	0	300,000	0	0	0	300,000
Water G.O. Bonds	0	0	0	0	0	0	0	140,000	0	0	140,000
Subtotal	0	0	0	0	300,000	125,000	300,000	7,040,000	0	0	7,765,000
505 South Main Street Corridor Improvements											
General G.O. Bonds	0	0	0	0	0	0	0	0	160,000	1,150,000	1,310,000
Subtotal	0	0	0	0	0	0	0	0	160,000	1,150,000	1,310,000
600 Impact Fee Ordinance Update											
General Capital Transfer	0	0	0	0	0	0	0	20,000	0	0	20,000
Subtotal	0	0	0	0	0	0	0	20,000	0	0	20,000
611 Eastman Street Retaining Wall											
General G.O. Bonds	0	0	0	0	0	0	0	190,000	0	0	190,000
Subtotal	0	0	0	0	0	0	0	190,000	0	0	190,000
Total Street Corridor Improvements	0	0	0	0	300,000	125,000	300,000	7,250,000	160,000	1,150,000	9,285,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Street Rehabilitation											
78 Annual Highway Improvement Program											
General Highway Reserve	2,212,000	2,375,000	2,550,000	2,710,000	2,710,000	2,800,000	2,900,000	3,000,000	3,000,000	3,000,000	27,257,000
Subtotal	2,212,000	2,375,000	2,550,000	2,710,000	2,710,000	2,800,000	2,900,000	3,000,000	3,000,000	3,000,000	27,257,000
Total Street Rehabilitation	2,212,000	2,375,000	2,550,000	2,710,000	2,710,000	2,800,000	2,900,000	3,000,000	3,000,000	3,000,000	27,257,000
Streets New Construction											
18 Storrs Street Extension, North & South											
General G.O. Bonds	0	0	0	0	0	0	0	0	500,000	5,000,000	5,500,000
Other Tax Increment Financing	9,300,000 *	0	0	0	0	0	0	0	0	0	9,300,000
Subtotal	9,300,000	0	0	0	0	0	0	0	500,000	5,000,000	14,800,000
40 Langley Parkway											
General Donations	0	0	0	2,860,400	0	0	0	0	0	0	2,860,400
General G.O. Bonds	0	0	0	2,860,400	0	6,795,000	0	0	0	0	9,655,400
Subtotal	0	0	0	5,720,800	0	6,795,000	0	0	0	0	12,515,800
502 Whitney Road Extension											
General G.O. Bonds	0	0	0	0	3,000,000	0	0	0	0	0	3,000,000
Sewer G.O. Bonds	0	0	0	0	525,000	0	0	0	0	0	525,000
Subtotal	0	0	0	0	3,525,000	0	0	0	0	0	3,525,000
Total Streets New Construction	9,300,000	0	0	5,720,800	3,525,000	6,795,000	0	0	500,000	5,000,000	30,840,800

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Water Distribution System											
84 Water Main Cleaning & Lining											
Water G.O. Bonds	0	0	0	0	575,000	260,000	0	575,000	0	0	1,410,000
Subtotal	0	0	0	0	575,000	260,000	0	575,000	0	0	1,410,000
85 Water Main Replacement											
Water Capital Close-out	428,056	0	0	0	0	0	0	0	0	0	428,056
Water G.O. Bonds	370,000	0	0	0	0	0	0	0	0	0	370,000
Subtotal	798,056	0	0	0	0	0	0	0	0	0	798,056
86 Water Main Construction											
Water Capital Transfer	0	0	0	10,000	0	0	0	0	0	0	10,000
Water G.O. Bonds	0	0	0	0	1,000,000	0	0	0	0	0	1,000,000
Subtotal	0	0	0	10,000	1,000,000	0	0	0	0	0	1,010,000
244 Water Meter Replacement Program											
Water Capital Transfer	100,000	125,000	125,000	125,000	150,000	150,000	150,000	150,000	150,000	175,000	1,400,000
Subtotal	100,000	125,000	125,000	125,000	150,000	150,000	150,000	150,000	150,000	175,000	1,400,000
451 Leak Detection											
Water G.O. Bonds	10,000	0	0	0	0	10,000	0	0	0	0	20,000
Subtotal	10,000	0	0	0	0	10,000	0	0	0	0	20,000
Total Water Distribution System	908,056	125,000	125,000	135,000	1,725,000	420,000	150,000	725,000	150,000	175,000	4,638,056

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Water Treatment											
88 Water Plant Improvements											
Water Capital Transfer	5,000	0	0	0	0	0	0	0	0	0	5,000
Water G.O. Bonds	250,000	100,000	90,000	100,000	230,000	150,000	400,000	400,000	0	950,000	2,670,000
Subtotal	255,000	100,000	90,000	100,000	230,000	150,000	400,000	400,000	0	950,000	2,675,000
114 Penacook Lake Dam and Spillway Rehabilitation											
Water G.O. Bonds	175,000	0	0	250,000	0	0	0	0	0	0	425,000
Subtotal	175,000	0	0	250,000	0	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	30,000	30,000	300,000
Subtotal	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
321 Water System Master Plan & Implementation											
Water Capital Transfer	50,000	0	0	0	0	0	0	0	0	0	50,000
Water G.O. Bonds	0	0	0	0	0	40,000	0	0	90,000	0	130,000
Subtotal	50,000	0	0	0	0	40,000	0	0	90,000	0	180,000
345 Water Supply Well Field Maintenance											
Water G.O. Bonds	0	0	0	0	0	0	0	150,000	0	0	150,000
Subtotal	0	0	0	0	0	0	0	150,000	0	0	150,000
347 Water Storage Tank Repairs											
Water G.O. Bonds	0	0	50,000	75,000	40,000	50,000	55,000	55,000	80,000	0	405,000
Subtotal	0	0	50,000	75,000	40,000	50,000	55,000	55,000	80,000	0	405,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
372 Water System Pump Station Improvements											
Water G.O. Bonds	0	0	180,000	0	1,020,000	0	0	0	0	0	1,200,000
Subtotal	0	0	180,000	0	1,020,000	0	0	0	0	0	1,200,000
482 Water System Asset Management											
Water G.O. Bonds	0	0	0	0	90,000	0	0	0	0	0	90,000
Subtotal	0	0	0	0	90,000	0	0	0	0	0	90,000
Total Water Treatment	510,000	130,000	350,000	455,000	1,410,000	270,000	485,000	635,000	200,000	980,000	5,425,000
Grand Total	25,380,184	29,296,500	22,089,000	23,758,300	39,123,168	32,568,724	63,200,868	50,359,420	19,238,200	30,268,200	335,282,564

***Excluded from Budget Appropriation**

2021-2030
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 SERVED:										
	☐ New	M	Safety	L	Facility Cond.	M	Productivity			
	☑ Replace	N/A	Mandates	M	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.	
	☐ Rebuild	L	O + M Costs	N/A	Council Goals	L	Timeliness		Parks	
	☑ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis									

DESCRIPTION: The purpose of this project is to maintain a secure and stable IT environment through routine investments in the City's information technology (IT) infrastructure. Though not on the cutting edge of technology, the replacement schedule set forth herein ensures that the City will have reasonably current hardware and software 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

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

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Sewer	Capital Transfer	23,500	19,125	30,625	41,250	31,250	17,250	27,750	31,250	25,000	19,125	266,125
Water	Capital Transfer	23,500	19,125	30,625	41,250	31,250	17,250	27,750	31,250	25,000	19,125	266,125
General	Capital Transfer	221,000	214,750	183,750	247,500	187,500	183,500	166,500	187,500	220,000	214,750	2,026,750
	Total	268,000	253,000	245,000	330,000	250,000	218,000	222,000	250,000	270,000	253,000	2,559,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General Capital Transfer	221,000	Replace hardware, computers, laptops, monitors ($120,000). Replace 1/5 end-of-life servers ($35,000). Printers ($10,000). Software upgrades ($33,000). Replace Fire Department apparatus mobile computers ($70,000).
	Sewer Capital Transfer	23,500	Sewer share of above.
	Water Capital Transfer	23,500	Water share of above.
		$268,000	2021 Subtotal
2022	General Capital Transfer	214,750	Replace Hardware, computers, laptops, monitors ($133,000). Replace end-of-life servers ($20,000). Printers ($10,000). Software upgrades (10,000). Replace Police Department mobile computers ($80,000).
	Water Capital Transfer	19,125	Water share of above.
	Sewer Capital Transfer	19,125	Sewer share of above.
		$253,000	2022 Subtotal
2023	General Capital Transfer	183,750	Replace hardware, computers, laptops, monitors ($95,000). 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	30,625	Sewer share of above.
	Water Capital Transfer	30,625	Water share of above.
		$245,000	2023 Subtotal

PROJECT:	INFORMATION TECHNOLOGY	#2-Information Technology Hardware & Software Replacement	
2024	General Capital Transfer	247,500	Replace hardware, computers, laptops, monitors ($180,000). Replace end-of-life servers ($40,000). Printers ($10,000). Software upgrades ($100,000).
	Water Capital Transfer	41,250	Water share of above.
	Sewer Capital Transfer	41,250	Sewer share of above.
		$330,000	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 of above.
	Sewer Capital Transfer	17,250	Sewer share of above.
		$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).
	Water Capital Transfer	27,750	Water share of above.
	Sewer Capital Transfer	27,750	Sewer share of above.
		$222,000	2027 Subtotal
2028	General Capital Transfer	187,500	Replace hardware, computers, laptops, monitors ($120,000). Replace end-of-life servers ($20,000). Printers ($10,000). Software upgrades ($30,000). Replace Fire Department apparatus mobile computers ($70,000).
	Water Capital Transfer	31,250	Water share of above.
	Sewer Capital Transfer	31,250	Sewer share of above.

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

		$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).
	Water Capital Transfer	25,000	Water portion.
	Sewer Capital Transfer	25,000	Sewer portion.
		$270,000	2029 Subtotal
2030	General Capital Transfer	214,750	Replace Hardware, computers, laptops, monitors ($133,000). Replace end-of-life servers ($20,000). Printers ($10,000). Software upgrades (10,000). Replace Police Department mobile computers ($80,000).
	Water Capital Transfer	19,125	Water share of above
	Sewer Capital Transfer	19,125	Sewer share of above.
		$253,000	2030 Subtotal
	TOTAL	$2,559,000	

PROJECT: FIRE #4-Fire Department Vehicle Replacement

I. PROJECT TYPE: Fire Vehicles

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:										
	☐ New	M	Safety	H	Facility Cond.	M	Productivity			
	☑ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.	
	☐ Rebuild	H	O + M Costs	N/A	Council Goals	M	Timeliness	Motor Vehicle Equipment		

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

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

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

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

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

Forestry Units: 3 total. Kept for 10 years.

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

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

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

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

Staff Vehicles:
Chief (1)
Deputy Chief (2)
Training Captain (1)
EMS Captain (1)
Fire Marshal (1)

PROJECT: FIRE #4-Fire Department Vehicle Replacement

Asst. Fire Marshal (1)
Battalion Chiefs (2)
EMS Lieutenant (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): 10 Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Capital Close-out	1,331	0	0	0	0	0	0	0	0	0	1,331
General	G.O. Bonds	695,000	765,000	1,500,000	975,000	1,495,000	920,000	795,000	100,000	325,000	935,000	8,505,000
	Total	696,331	765,000	1,500,000	975,000	1,495,000	920,000	795,000	100,000	325,000	935,000	8,506,331

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	695,000	Replace Engine 4
	General Capital Close-out	1,331	Closeout share
		$696,331	2021 Subtotal
2022	General G.O. Bonds	275,000	Replace Ambulance 5
	General G.O. Bonds	275,000	Replace Ambulance 4
	General G.O. Bonds	150,000	Replace Fire Alarm Utility Truck (2012)
	General G.O. Bonds	65,000	Replace Command Car (2013)

PROJECT: FIRE #4-Fire Department Vehicle Replacement

			$765,000	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	Replace 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	750,000	Replace Rescue 1 (2006)
	General	G.O. Bonds	745,000	Replace Engine 5 (2016)
			$1,495,000	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 and 5
	General	G.O. Bonds	85,000	Replace Command Car
	General	G.O. Bonds	60,000	Replace Utility Truck
			$795,000	2027 Subtotal
2028	General	G.O. Bonds	100,000	Replace Forestry 4 (2017)
			$100,000	2028 Subtotal
2029	General	G.O. Bonds	325,000	Replace Ambulance 7
			$325,000	2029 Subtotal

PROJECT: FIRE #4-Fire Department Vehicle Replacement

2030	General	G.O. Bonds	780,000	Replace Engine 4 (2021)
	General	G.O. Bonds	100,000	Replace Forestry 5 (2019)
	General	G.O. Bonds	55,000	Replace off road utility vehicle that is used for fire and EMS coverage on City trail system, wooded areas, and special events.
			$935,000	2030 Subtotal
	TOTAL		$8,506,331	

2021-2030
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:									
	☐ New	L	Safety	M	Facility Cond.	M	Productivity		
	☐ Replace	H	Mandates	M	Service Def.	L	Tax Base Exp.	H	City Master Pl.
	☑ Rebuild	L	O + M Costs	L	Council Goals	M	Timeliness	Sidewalks	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

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

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

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

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1996 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	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

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	225,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
		$225,000	2023 Subtotal
2025	General G.O. Bonds	250,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
		$250,000	2025 Subtotal
2027	General G.O. Bonds	275,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
		$275,000	2027 Subtotal
2029	General G.O. Bonds	300,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
		$300,000	2029 Subtotal
	TOTAL	$1,050,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Streets New Construction

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

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:										
	☑ New	N/A	Safety	N/A	Facility Cond.	N/A	Productivity			
	☐ Replace	N/A	Mandates	L	Service Def.	M	Tax Base Exp.	H	City Master Pl.	
	☐ Rebuild	M	O + M Costs	M	Council Goals	L	Timeliness		Corridor Improvements	

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

DESCRIPTION: The purpose of this project is to design and construction two extensions of Storrs Street, together with customary municipal infrastructure, in accordance with the 1997 Downtown Master Plan, North End Opportunity Corridor Tax Increment Finance District Development Program and Financing Plan, 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 achievement of 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)

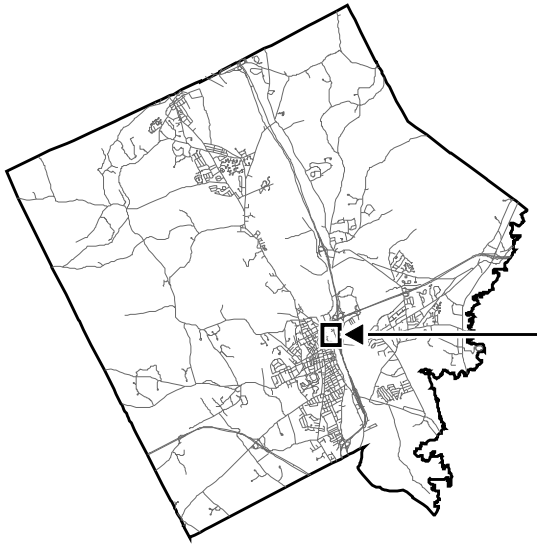
PROJECT: CD-ENGINEERING SERVICES #18-Storrs Street Extension, North & South

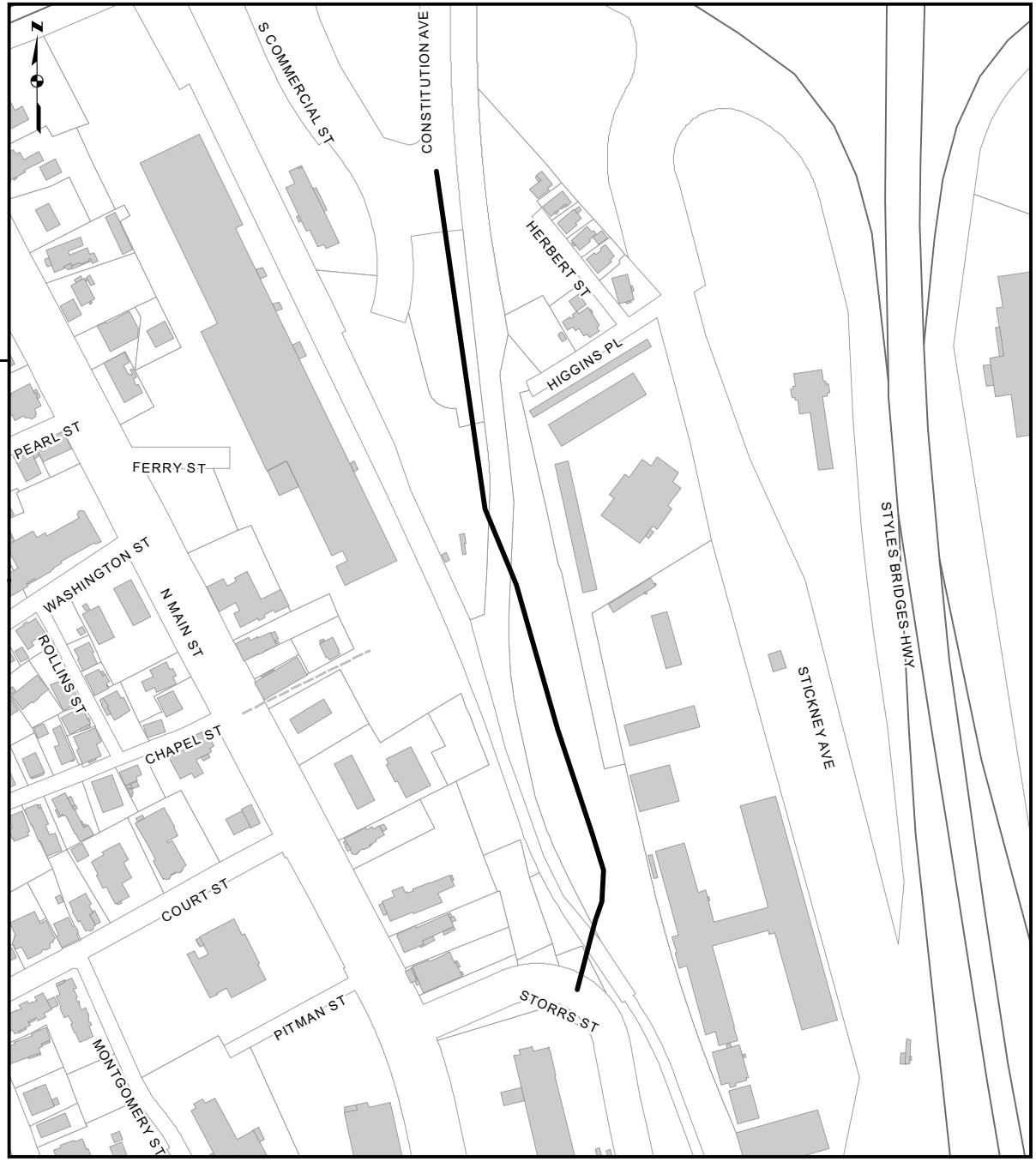
VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	500,000	5,000,000	5,500,000
Other	Tax Increment Financing	9,300,000*	0	0	0	0	0	0	0	0	0	9,300,000
	Total	9,300,000	0	0	0	0	0	0	0	500,000	5,000,000	14,800,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Other Tax Increment Financing	6,955,000	Construction of Storrs Street Extension North from the current north end of Storrs Street at the Holiday Inn to Constitution Avenue. Excludes potential improvements to the Storrs Street / North Main Street intersection, as described in CIP 34, as the intersection is located outside of the NEOCTIF District.
	Other Tax Increment Financing	650,000	Design and permitting for Storrs Street Extension North.
	Other Tax Increment Financing	645,000	Railroad improvements associated with Storrs Street North Extension.
	Other Tax Increment Financing	600,000	Construct 1,500 LF of new 8 inch water main from the terminus of Constitution Avenue to Storrs Street.
	Other Tax Increment Financing	450,000	Construct 2,500 LF of 12 inch sewer main from I-393 to Commercial Street to support the Storrs Street Extension.
		$9,300,000	2021 Subtotal
2029	General G.O. Bonds	500,000	Design - Storrs Street Extension South from Storrs Street at the intersection of Theatre Street southerly beneath the Water Street bridge to Langdon Avenue.
		$500,000	2029 Subtotal
2030	General G.O. Bonds	5,000,000	Construction - Storrs Street Extension South from Theatre Street beneath the Water Street bridge to Langdon Avenue.
		$5,000,000	2030 Subtotal
	TOTAL	$14,800,000	





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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale

FY 2021
CIP PROJECT #18

LANGLEY PARKWAY

2021-2030
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:									
	☑ New	L	Safety	N/A	Facility Cond.	N/A	Productivity		
	☐ Replace	N/A	Mandates	L	Service Def.	N/A	Tax Base Exp.	N	City Master Pl.
	☐ Rebuild	L	O + M Costs	L	Council Goals	N/A	Timeliness		Intersection Improvement
	☐ 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Donations	0	2,050,000	0	0	0	0	0	0	0	0	2,050,000
General	Impact Fees Traf Dist 1	0	200,000	0	0	0	0	0	0	0	0	200,000
	Total	0	2,250,000	0	0	0	0	0	0	0	0	2,250,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
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		$2,250,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Intersections

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

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

The intersection was subsequently studied as part of the Conant/Rundlett Safe Routes to School Travel Plan by the Central New Hampshire Regional Planning Commission. That effort recommended additional pedestrian improvements should be considered for 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)

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

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	1,800,000	0	0	0	0	0	0	0	1,800,000
General	Impact Fees Traf Dist 3	0	200,000	0	0	0	0	0	0	0	0	200,000
	Total	0	200,000	1,800,000	0	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	

2021-2030
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	L	Safety	N/A	Facility Cond.	N/A	Productivity		
	☐ Replace	N/A	Mandates	L	Service Def.	N/A	Tax Base Exp.	M	City Master Pl.
	☐ Rebuild	L	O + M Costs	L	Council Goals	L	Timeliness		Intersection Improvement

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

DESCRIPTION: The purpose of this project is to design, permit, and construct potential improvements at the North Main Street and Storrs Street intersection, as might be warranted in conjunction with CIP 18 Storrs Street Extension North. Traffic studies, design, and potential construction of improvements shall be coordinated with CIP 18.

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Impact Fees Traf Dist 1	24,000*	0	0	0	0	0	0	0	0	0	24,000
General	Impact Fees Traf Dist 4	122,260*	0	0	0	0	0	0	0	0	0	122,260
General	Impact Fees Traf Dist 2	15,790*	0	0	0	0	0	0	0	0	0	15,790
General	G.O. Bonds	200,000*	0	0	0	0	0	0	0	0	0	200,000
General	Impact Fees Traf Dist 3	8,630*	0	0	0	0	0	0	0	0	0	8,630
	Total	370,680	0	0	0	0	0	0	0	0	0	370,680

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	200,000	Final design and construction of intersection improvements. To be coordinated with CIP #18 "Storrs Street North" project.
	General	Impact Fees Traf Dist 4	122,260	Impact Fee District 4 Share
	General	Impact Fees Traf Dist 1	24,000	Impact Fee District 1 Share
	General	Impact Fees Traf Dist 2	15,790	Impact Fee District 2 Share.
	General	Impact Fees Traf Dist 3	8,630	Impact Fee District 3 Share
			$370,680	2021 Subtotal
	TOTAL		$370,680	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Street Corridor Improvements

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

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:									
	☑ New	M	Safety	L	Facility Cond.	N/A	Productivity		
	☐ Replace	H	Mandates	H	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
	☑ Rebuild	M	O + M Costs	H	Council Goals	L	Timeliness		Corridor Improvements

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

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

In 2005, City Council approved a plan to improve Manchester Street. The plan called for widening the road from two to three lanes between Garvins Falls Road to Banks Chevrolet. Implementation of the plan would require 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:

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	300,000	125,000	0	6,900,000	0	0	7,325,000
Sewer	G.O. Bonds	0	0	0	0	0	0	300,000	0	0	0	300,000
Water	G.O. Bonds	0	0	0	0	0	0	0	140,000	0	0	140,000
	Total	0	0	0	0	300,000	125,000	300,000	7,040,000	0	0	7,765,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	300,000	Right-of-Way acquisition for roadway improvements.
		$300,000	2025 Subtotal
2026	General G.O. Bonds	125,000	Relocate private business signs to accommodate utility relocation.
		$125,000	2026 Subtotal
2027	Sewer G.O. Bonds	300,000	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.
		$300,000	2027 Subtotal
2028	Water G.O. Bonds	140,000	Replace deteriorated service mains, install new service mains, hydrants and valves.
	General G.O. Bonds	6,000,000	Reconstruct and widen Manchester Street 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.
		$7,040,000	2028 Subtotal

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

TOTAL $7,765,000

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #40-Langley Parkway

I. PROJECT TYPE: Streets New Construction

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

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:										
	☑ New	H	Safety	N/A	Facility Cond.	N/A	Productivity			
	☐ Replace	N/A	Mandates	L	Service Def.	N/A	Tax Base Exp.	N	City Master Pl.	
	☐ Rebuild	M	O + M Costs	M	Council Goals	H	Timeliness		Corridor Improvements	

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

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

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

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

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

PROJECT: CD-ENGINEERING SERVICES #40-Langley Parkway

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Donations	0	0	0	2,860,400	0	0	0	0	0	0	2,860,400
General	G.O. Bonds	0	0	0	2,860,400	0	6,795,000	0	0	0	0	9,655,400
	Total	0	0	0	5,720,800	0	6,795,000	0	0	0	0	12,515,800

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	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	2024 Subtotal
2026	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	2026 Subtotal
	TOTAL	$12,515,800	

2021-2030
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:									
	☑ New	M	Safety	L	Facility Cond.	N/A	Productivity		
	☑ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	M	City Master Pl.
	☑ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness	Parks	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: The purpose of this project is to make routine capital investments to repair or replace infrastructure at White Park, as well as to implement the goals and objectives of the 2005 White Park 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 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	265,000*	0	305,000	235,000	70,000	60,000	125,000	150,000	10,000	0	1,220,000
	Total	265,000	0	305,000	235,000	70,000	60,000	125,000	150,000	10,000	0	1,220,000

PROJECT: REC-GROUNDS #51-White Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	230,000	Maintenance shop improvements to address air quality issues, as well as safety issues related to equipment maintenance. Also includes new LED lighting improvements.
	General G.O. Bonds	35,000	Replace all hockey rink dasher boards and doors. The current boards were donated approximately 15 years ago, and were previously used prior to being gifted to the City. Many of the boards are damaged and in need of replacement.
		$265,000	2021 Subtotal
2023	General G.O. Bonds	210,000	Dredge and clean up the west end of the pond. Dredging will remove of approximately 4 feet of material. This area of the pond has not been previously dredged.
	General G.O. Bonds	55,000	Trolley Stop masonry repairs.
	General G.O. Bonds	40,000	Placeholder: Parking lot repairs as needed.
		$305,000	2023 Subtotal
2024	General G.O. Bonds	125,000	Phase I of perimeter ornamental fence repair / replacement.
	General G.O. Bonds	60,000	Full depth reconstruction of basketball court.
	General G.O. Bonds	50,000	Repair the retaining wall on the north side of the basket ball court.
		$235,000	2024 Subtotal
2025	General G.O. Bonds	70,000	Repair and repoint stone wall in the outfield of baseball field and along White Street.
		$70,000	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	125,000	Phase 2 of perimeter ornamental fence repair / replacement.
		$125,000	2027 Subtotal

PROJECT: REC-GROUNDS #51-White Park

2028	General	G.O. Bonds	125,000	Phase 3 of ornamental fence repair.
	General	G.O. Bonds	25,000	Replace irrigation system pump.
			$150,000	2028 Subtotal
2029	General	G.O. Bonds	10,000	Crack seal and re-surface basketball court.
			$10,000	2029 Subtotal
	TOTAL		$1,220,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #52-Keach Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Loudon and Canterbury Roads and Newton Avenue

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

SERVICE IMPACT: Routine repair and replacement of park amenities will maintain customer service, reduce operating costs, 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	40,000*	0	0	80,000	150,000	620,000	0	50,000	420,000	0	1,360,000
	Total	40,000	0	0	80,000	150,000	620,000	0	50,000	420,000	0	1,360,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	40,000	Replace irrigation system pump and appurtenances.
		$40,000	2021 Subtotal

PROJECT: REC-GROUNDS #52-Keach Park

2024	General	G.O. Bonds	80,000	Purchase and install adult exercise equipment, featuring poured in place safety surfacing.
			$80,000	2024 Subtotal
2025	General	G.O. Bonds	150,000	Replace playground equipment. Install poured in place safety surfacing.
			$150,000	2025 Subtotal
2026	General	G.O. Bonds	620,000	Acquisition of property for park expansion.
			$620,000	2026 Subtotal
2028	General	G.O. Bonds	50,000	Installation of irrigation for turfed areas adjacent to the new Canterbury Road Community Center.
			$50,000	2028 Subtotal
2029	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	2029 Subtotal
	TOTAL		$1,360,000	

2021-2030
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:									
	☑ New	L	Safety	L	Facility Cond.	N/A	Productivity		
	☐ Replace	N/A	Mandates	M	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness	Parks	

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

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

A multi phased approach is recommended. Phase I and II will develop playing fields (including under drainage). Phase III will complete parking lot pavement, driveways, timber guard rails, 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	0	700,000	700,000	200,000	0	0	1,600,000
	Total	0	0	0	0	0	700,000	700,000	200,000	0	0	1,600,000

PROJECT: REC-GROUNDS #54-Russell Martin Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	700,000	Design and Construction - West side playing field including drainage and irrigation
		$700,000	2026 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	$1,600,000	

2021-2030
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	L	Safety	M	Facility Cond.	N/A	Productivity		
	☑ Replace	N/A	Mandates	M	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
	☑ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness	Parks	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

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

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	85,000	150,000	60,000	0	20,000	0	300,000	615,000
	Total	0	0	0	85,000	150,000	60,000	0	20,000	0	300,000	615,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	85,000	Create 4 outdoor pickleball courts in the location of the old tennis courts. Install lighting improvements for the basketball court and new pickleball courts.
		$85,000	2024 Subtotal

PROJECT: REC-GROUNDS #55-Rolfe Park

2025	General	G.O. Bonds	150,000	Replace playground equipment. Install poured in place safety surfacing.
			$150,000	2025 Subtotal
2026	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	2026 Subtotal
2028	General	G.O. Bonds	20,000	Crack seal, colorize and stripe two tennis courts and one basketball court.
			$20,000	2028 Subtotal
2030	General	G.O. Bonds	300,000	Reconstruct the parking lot.
			$300,000	2030 Subtotal
	TOTAL		$615,000	

2021-2030
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	M	Safety	L	Facility Cond.	N/A	Productivity		
	☑ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
	☑ Rebuild	M	O + M Costs	N/A	Council Goals	M	Timeliness	Parks	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Rollins Park. Projects are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve the community. 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	175,000	0	40,000	40,000	200,000	0	175,000	0	14,000	644,000
	Total	0	175,000	0	40,000	40,000	200,000	0	175,000	0	14,000	644,000

PROJECT: REC-GROUNDS #56-Rollins Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	175,000	Full depth renovation for basketball and tennis courts. Includes new standards, acrylic backboards, new tennis posts, perimeter fencing with gates, and replacing old lights with new energy efficient LED lights. Remove trees along south side of the current courts.
		$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
2028	General G.O. Bonds	175,000	Restore the former pond / water feature. Includes decorative aeration fountain and protective fencing.
		$175,000	2028 Subtotal
2030	General G.O. Bonds	14,000	Crack seal, colorize and stripe basketball and tennis court.
		$14,000	2030 Subtotal
	TOTAL	$644,000	

2021-2030
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	L	Safety	N/A	Facility Cond.	N/A	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	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: Routine maintenance will ensure that the bridge 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	110,000	0	0	110,000
	Total	0	0	0	0	0	0	0	110,000	0	0	110,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	110,000	Inspection and maintenance of bridge deck, structural steel, abutments, and trail approaches.
		$110,000	2028 Subtotal

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

2021-2030
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	M	Safety	L	Facility Cond.	N/A	Productivity		
	☐ Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness	Parks	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: In 2009, staff coordinated a review of the previous master plan and presented options to the Recreation and Parks Advisory Committee (RPAC). The park plan recognized the need for expanded athletic field capacity at this location. 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: This project will expand the City's capacity for field based recreational activities. It will also greatly improve an underutilized recreational asset.

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Donations	0	0	100,000	0	0	0	0	0	0	0	100,000
General	G.O. Bonds	0	0	2,400,000	0	0	900,000	0	0	400,000	0	3,700,000
	Total	0	0	2,500,000	0	0	900,000	0	0	400,000	0	3,800,000

PROJECT: REC-GROUNDS #59-Terrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2023	General	G.O. Bonds	2,400,000	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	100,000	Donations and grants share of project.
			$2,500,000	2023 Subtotal
2026	General	G.O. Bonds	900,000	Construct combination bathroom/concession building and playground in accordance with 2018 concept plan prepared by VHB and approved by City Council.
			$900,000	2026 Subtotal
2029	General	G.O. Bonds	400,000	Phase 4 - Construct pavilion and add fitness equipment along paved trail per 2018 concept plan prepared by VHB and approved by City Council.
			$400,000	2029 Subtotal
	TOTAL		$3,800,000	

2021-2030
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:									
	☑ New	L	Safety	N/A	Facility Cond.	N/A	Productivity		
	☐ Replace	N/A	Mandates	L	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	M	O + M Costs	N/A	Council Goals	M	Timeliness	Parks	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: In 2017 staff coordinated a review of a previous master plans concerning Kiwanis Park and the Everett Area, and presented options for facility improvements to the Arena Advisory Committee (AAC), as well as the Recreation and Parks Advisory Committee (RPAC).

Rather than redesigning and reconstructing the entire park, it was the consensus of these bodies to improve existing park amenities. Specific improvements included relocation of the skateboard facility to another location within the park, as well as the creation of a large lawn area to support special events. The updated plan also recommended construction of a pavilion near the river, as well as improvements to the existing parking lot to support 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Donations	0	0	0	0	0	0	50,000	0	0	0	50,000
General	G.O. Bonds	0	0	100,000	0	300,000	0	650,000	0	0	600,000	1,650,000
	Total	0	0	100,000	0	300,000	0	700,000	0	0	600,000	1,700,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2023	General	G.O. Bonds	100,000	Design and permitting of park improvements.
			$100,000	2023 Subtotal
2025	General	G.O. Bonds	300,000	Construct multipurpose event space.
			$300,000	2025 Subtotal
2027	General	G.O. Bonds	350,000	Construct new skateboard park and associated lighting.
	General	G.O. Bonds	300,000	Construct a covered pavilion.
	General	Donations	50,000	Donation and grant share of the new skate board park.
			$700,000	2027 Subtotal
2030	General	G.O. Bonds	600,000	Construct parking lot improvements for the park side. 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 Everett Arena.
			$600,000	2030 Subtotal
	TOTAL		$1,700,000	

2021-2030
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 SERVED:

☐	New	M	Safety	M	Facility Cond.	N/A	Productivity		
☑	Replace	N/A	Mandates	M	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
☑	Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness		Public Facilities

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

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

SERVICE IMPACT: Increased usability and reduced maintenance.

IMPACT IF NOT FUNDED: Deterioration of buildings will accelerate.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	860,000*	285,000	587,500	550,000	550,000	0	0	0	0	0	2,832,500
	Total	860,000	285,000	587,500	550,000	550,000	0	0	0	0	0	2,832,500

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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.
	General G.O. Bonds	10,000	Replace exterior doors at the Green Street Community Center.
		$860,000	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.
	General G.O. Bonds	70,000	Replace windows at the Green St. Community Center.
	General G.O. Bonds	40,000	Replace White Park Parks and Recreation building roof.
	General G.O. Bonds	25,000	Replace acoustic ceiling tiles and insulation at West Street Ward House.
	General G.O. Bonds	25,000	Replace existing lights at Green St. Community Center with Light-Emitting Diode (LED) lighting.
	General G.O. Bonds	10,000	Replacement windows at White Park Parks and Recreation building.
	General G.O. Bonds	10,000	Replace existing lights at West Street Ward House with Light-Emitting Diode (LED) lighting.
	General G.O. Bonds	7,500	Upgrade plumbing at White Park Parks and Recreation building.
		$587,500	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.

PROJECT:	GS-PUBLIC PROPERTIES	#63-City Wide Recreation Facility Improvements	
		$550,000	2025 Subtotal
TOTAL		$2,832,500	

2021-2030
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:									
	☐ New	L	Safety	M	Facility Cond.	L	Productivity		
	☑ Replace	N/A	Mandates	L	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.
	☑ Rebuild	L	O + M Costs	M	Council Goals	M	Timeliness		Public Facilities
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

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

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

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

IV PREVIOUS FISCAL YEAR AUTHORIZED: June 1997 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Arena	G.O. Bonds	505,000	100,000	75,000	650,000	100,000	0	0	0	0	0	1,430,000
General	G.O. Bonds	0	0	1,025,000	0	0	0	0	0	0	0	1,025,000
	Total	505,000	100,000	1,100,000	650,000	100,000	0	0	0	0	0	2,455,000

PROJECT: GS-PUBLIC PROPERTIES #64-Arena Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Arena G.O. Bonds	215,000	Replace compressors (1960 vintage).
	Arena G.O. Bonds	195,000	Strip and shingle north and south roofs.
	Arena G.O. Bonds	95,000	Replace two hot water heaters with two stainless steel boilers.
		$505,000	2021 Subtotal
2022	Arena G.O. Bonds	100,000	Replace Zamboni.
		$100,000	2022 Subtotal
2023	General G.O. Bonds	1,025,000	General Fund portion of the parking lot reconstruction. Excludes parking lot expansion proposed in CIP 60 Kiwanis Park in FY2026.
	Arena G.O. Bonds	75,000	Arena portion of parking lot reconstruction.
		$1,100,000	2023 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	$2,455,000	

2021-2030
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:									
	☑ New	L	Safety	M	Facility Cond.	L	Productivity		
	☑ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	L	O + M Costs	N/A	Council Goals	M	Timeliness		Public Facilities

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

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

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

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

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	90,000	2,075,000	530,000	10,000	0	100,000	0	0	0	0	2,805,000
	Total	90,000	2,075,000	530,000	10,000	0	100,000	0	0	0	0	2,805,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	65,000	Replace two roof top units above city auditorium.
	General G.O. Bonds	25,000	Replace IT Server Room Split A/C - Humidifier.
		$90,000	2021 Subtotal
2022	General G.O. Bonds	685,000	Masonry improvements Phases I & II. West side (Audi) and north side (Prince Street).
	General G.O. Bonds	595,000	Replace concrete sidewalks and plazas at City Hall Campus, as well as additional landscape improvements.
	General G.O. Bonds	250,000	Replace the elevator at City Hall.
	General G.O. Bonds	240,000	Replace exterior lighting at City Hall.
	General G.O. Bonds	165,000	In-kind replacement of City Hall handicap accessible entry ramp.
	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	35,000	Paint, ceiling tiles, and carpet in select areas of significant wear. (Collections)
	General G.O. Bonds	15,000	Flag pole replacement.
		$2,075,000	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.
	General G.O. Bonds	15,000	Remove, sand blast, and paint the police building fire escape.
		$530,000	2023 Subtotal
2024	General G.O. Bonds	10,000	Replace re-heat coils at City Hall at outside air intake.
		$10,000	2024 Subtotal
2026	General G.O. Bonds	100,000	Security system installation. Door hardware and card reader system compatible with police building system.

PROJECT:	GS-PUBLIC PROPERTIES	#65-City Hall Renovations	
		$100,000	2026 Subtotal
TOTAL		$2,805,000	

2021-2030
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:										
	☐ New	L	Safety	M	Facility Cond.	N/A	Productivity			
	☑ Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.	
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness		Public Facilities	

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

DESCRIPTION: In 1995, Tappe and Associates completed a comprehensive facility needs assessment of the library building at 45 Green Street. The survey recommended a variety of 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)

PROJECT: LIBRARY #68-Library

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	500,000	0	0	0	875,000	8,730,000	0	0	10,105,000
General	Donations	0	0	0	0	0	0	95,000	970,000	0	0	1,065,000
	Total	0	0	500,000	0	0	0	970,000	9,700,000	0	0	11,170,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2023	General	G.O. Bonds	500,000	Property acquisition for expansion of Concord Public Library (Green Street) and associated public parking lot.
			$500,000	2023 Subtotal
2027	General	G.O. Bonds	875,000	Design renovation and expansion of Green Street Library. City share (90%).
	General	Donations	95,000	Design renovation and expansion of Green Street Library. Donation share (10%)
			$970,000	2027 Subtotal
2028	General	G.O. Bonds	8,730,000	Construct renovation and 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	Donation share (10% of projected $9.7M total cost).
			$9,700,000	2028 Subtotal
	TOTAL		$11,170,000	

2021-2030
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:									
	☑ New	H	Safety	L	Facility Cond.	L	Productivity		
	☐ Replace	H	Mandates	L	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	L	O + M Costs	L	Council Goals	N/A	Timeliness	Airport	

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

DESCRIPTION: The 2006 Airport Master Plan outlined a capital improvement program to acquire property available in the runway protection zone for Runway 17/35 located near Grant and Greeley Streets. Property acquisition began in 2005. In 2008, the City purchased seven of the eight properties targeted for acquisition using FAA grants. 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
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
	Total	0	0	0	0	0	475,000	0	0	0	0	475,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	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	2026 Subtotal
	TOTAL	$475,000	

2021-2030
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 SERVED:									
	☐ New	N/A	Safety	L	Facility Cond.	N/A	Productivity		
	☑ 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Other	Federal	0	0	0	0	0	500,000	2,660,000	2,660,000	900,000	18,000	6,738,000
Airport	Capital Transfer	0	0	0	0	0	27,778	0	0	0	1,000	28,778
Other	State	0	0	0	0	0	27,778	147,778	147,778	50,000	1,000	374,334
Airport	G.O. Bonds	0	0	0	0	0	0	147,778	147,778	50,000	0	345,556
	Total	0	0	0	0	0	555,556	2,955,556	2,955,556	1,000,000	20,000	7,486,668

PROJECT: CD-ENGINEERING SERVICES #72-Runway Pavement Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	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	2026 Subtotal
2027	Other Federal	2,660,000	Phase I (North Side) - 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	2027 Subtotal
2028	Other Federal	2,660,000	Phase II (South Side) - 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	2028 Subtotal
2029	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	2029 Subtotal

PROJECT: CD-ENGINEERING SERVICES #72-Runway Pavement Improvements

2030	Other Federal	18,000	Complete a feasibility study concerning the potential fiscal impacts and economic development ramifications of potentially extending Runway 17/35 an additional 600-1,000' in order to accommodate larger aircraft.
	Airport Capital Transfer	1,000	City share.
	Other State	1,000	State share.
		$20,000	2030 Subtotal
	TOTAL	$7,486,668	

2021-2030
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:									
	☐ New	N/A	Safety	M	Facility Cond.	N/A	Productivity		
	☑ Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	L	O + M Costs	M	Council Goals	M	Timeliness	Airport	

☐ 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 to 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Airport	Capital Transfer	0	10,000	15,000	0	10,000	10,000	10,000	0	0	0	55,000
Airport	G.O. Bonds	22,000	0	100,000	30,000	0	0	0	0	0	0	152,000
	Total	22,000	10,000	115,000	30,000	10,000	10,000	10,000	0	0	0	207,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Airport G.O. Bonds	22,000	Airport T1 ramp replacement.
		$22,000	2021 Subtotal
2022	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		$10,000	2022 Subtotal
2023	Airport G.O. Bonds	100,000	Hangar roof replacement.
	Airport Capital Transfer	15,000	Hangar maintenance and repairs.
		$115,000	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	$207,000	

2021-2030
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:									
	☐ New	M	Safety	N/A	Facility Cond.	M	Productivity		
	☑ Replace	M	Mandates	M	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	L	O + M Costs	N/A	Council Goals	M	Timeliness	Airport	
	☐ 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Airport	Capital Transfer	0	0	0	0	0	0	35,000	0	0	0	35,000
Other	Federal	0	0	0	0	0	0	630,000	0	0	0	630,000
Other	State	0	0	0	0	0	0	35,000	0	0	0	35,000
	Total	0	0	0	0	0	0	700,000	0	0	0	700,000

PROJECT: CD-ENGINEERING SERVICES #77-Airport Snow Removal Equipment (SRE) & Equipment Storage Facility

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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	$700,000	

2021-2030
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 SERVED:										
	☐ New	M	Safety	M	Facility Cond.	L	Productivity			
	☐ Replace	N/A	Mandates	H	Service Def.	L	Tax Base Exp.	H	City Master Pl.	
	☑ Rebuild	N/A	O + M Costs	M	Council Goals	M	Timeliness	Road Resurfacing		

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

DESCRIPTION: The purpose of this project is to fund routine repair and reconstruction of City streets, including minor alterations to improve safety and flow of traffic.

There are generally two techniques used to improve streets; cold planing and reclaiming. Cold planing and 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

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

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Highway Reserve	2,212,000	2,375,000	2,550,000	2,710,000	2,710,000	2,800,000	2,900,000	3,000,000	3,000,000	3,000,000	27,257,000
	Total	2,212,000	2,375,000	2,550,000	2,710,000	2,710,000	2,800,000	2,900,000	3,000,000	3,000,000	3,000,000	27,257,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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 N Spring St; Full Length Noyes St; Full Length Princeton St; Full Length Rumford St; Pleasant St to Albin Springfield St; Full Length Yale St; Full Length RECLAIM: Bishops Gate; Full Length Joffre St; Full Length Knoll St; Full Length Martin St; Full Length Penacook St; Rumford to Auburn Wiggins St; Full Length
	General Highway Reserve	200,000	Pavement Preservation.
	General Highway Reserve	100,000	Drainage repairs.
	General Highway Reserve	25,000	Emergency overlays.

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

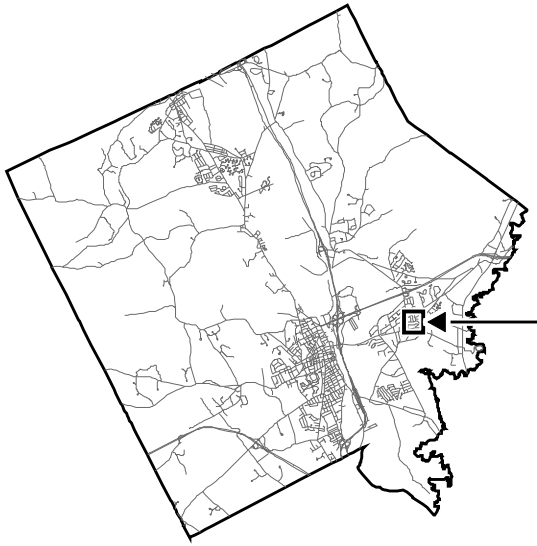
		$2,212,000	2021 Subtotal
2022	General Highway Reserve	100,000	Drainage repairs.
	General Highway Reserve	50,000	Pavement Preservation.
	General Highway Reserve	25,000	Emergency overlays.
	General Highway Reserve	2,200,000	COLDPLANE: Capitol St; Full Length Centre St; Main St to Union St Green St; Full Length N. State St; Pleasant St to Centre St Park St; Full Length Pleasant St; Main St to Green St School St; Main St to Spring St Warren St; Main St to Spring St RECLAIM: Blanchard St; Full Length Curtice Ave; Full Length Foster St; Full Length Granite Ave; Full Length Perkins Ct; Full Length Prospect St; Full Length South St; Pleasant St to Clinton St S. State St; Full Length
		$2,375,000	2022 Subtotal
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.

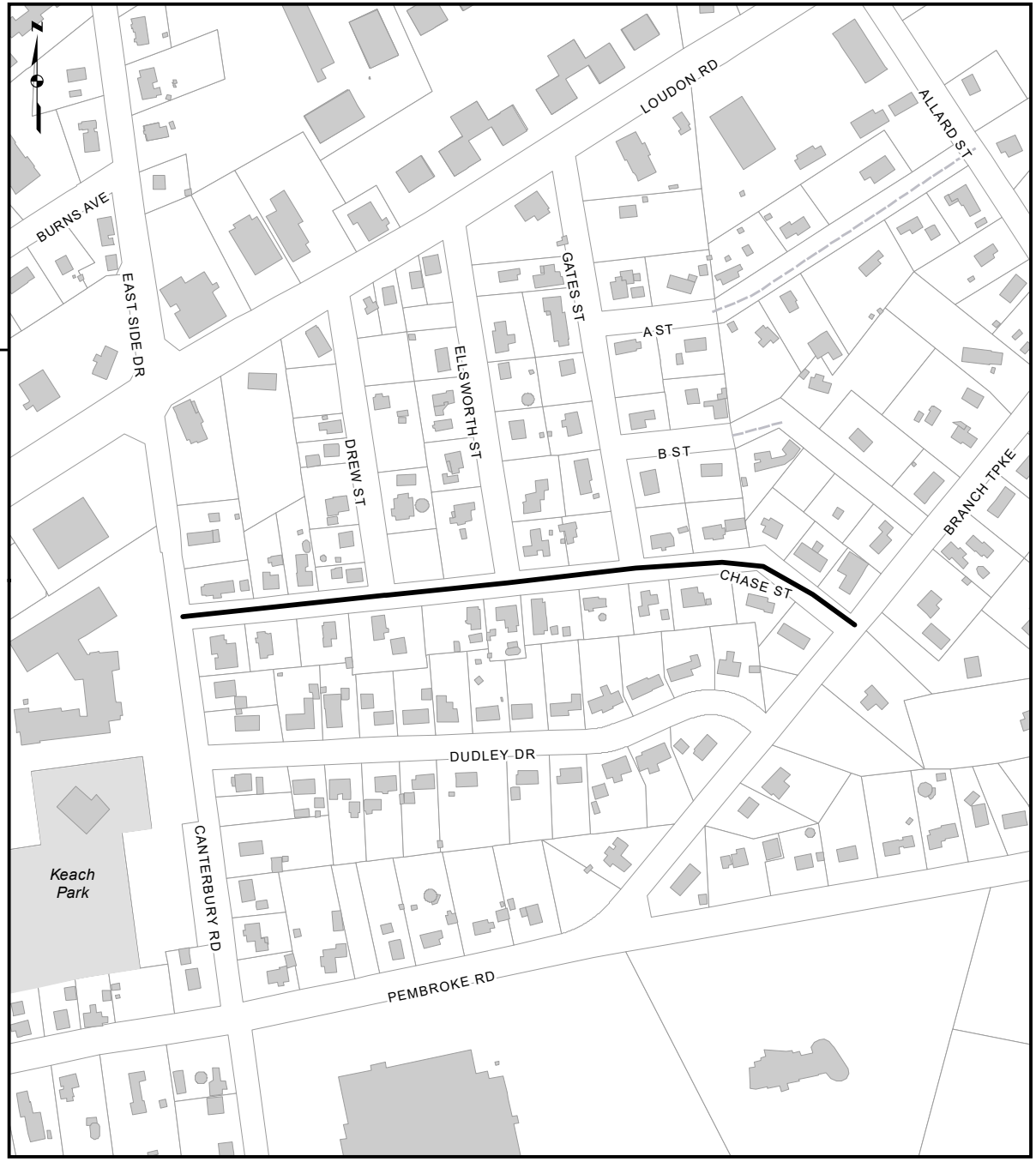
PROJECT: GS-HIGHWAY / UTILITIES #78-Annual Highway Improvement Program

	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	2,475,000	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.
			$2,800,000	2026 Subtotal
2027	General	Highway Reserve	2,575,000	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.
			$2,900,000	2027 Subtotal
2028	General	Highway Reserve	2,675,000	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
			$3,000,000	2028 Subtotal

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

2029	General	Highway Reserve	2,675,000	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
			$3,000,000	2029 Subtotal
2030	General	Highway Reserve	2,675,000	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
			$3,000,000	2030 Subtotal
	TOTAL		$27,257,000	





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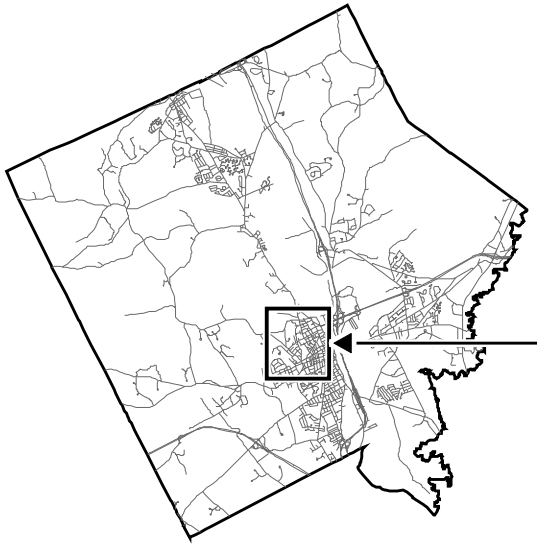
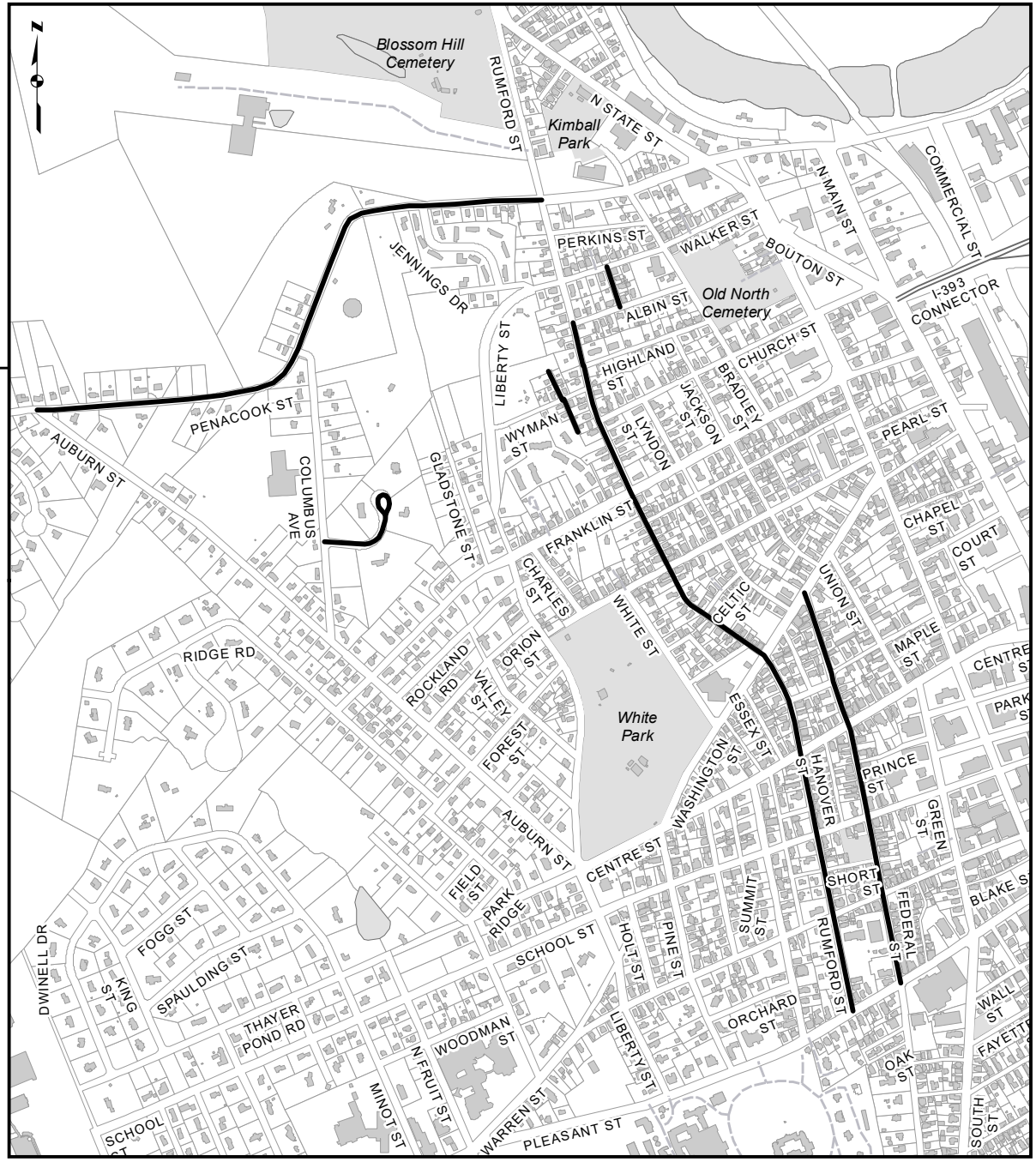
FY 2021
CIP PROJECT #78

ANNUAL HIGHWAY IMPROVEMENT PROGRAM





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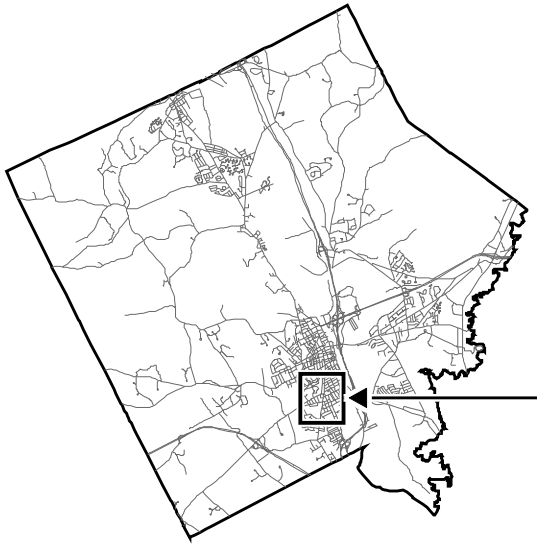

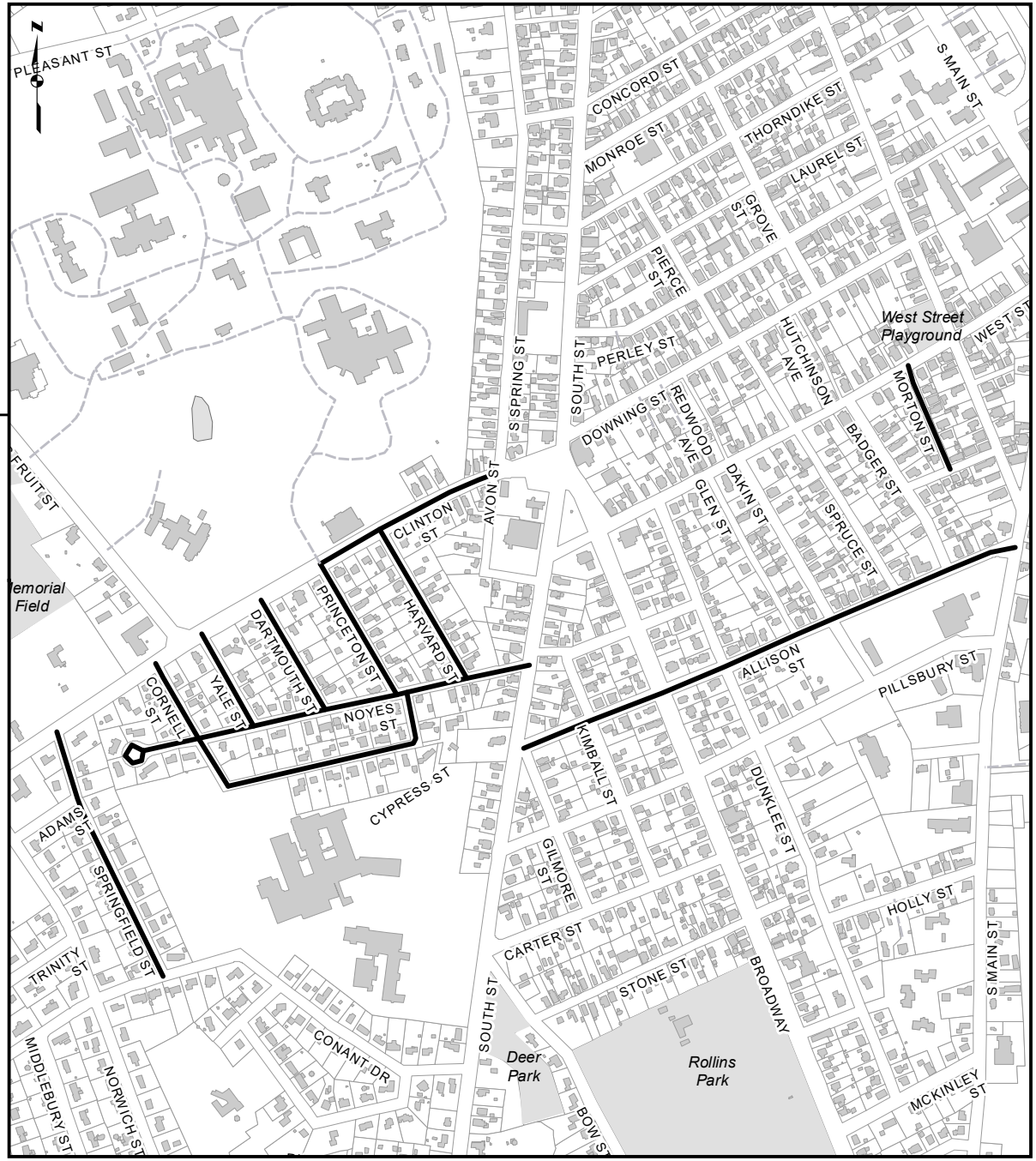

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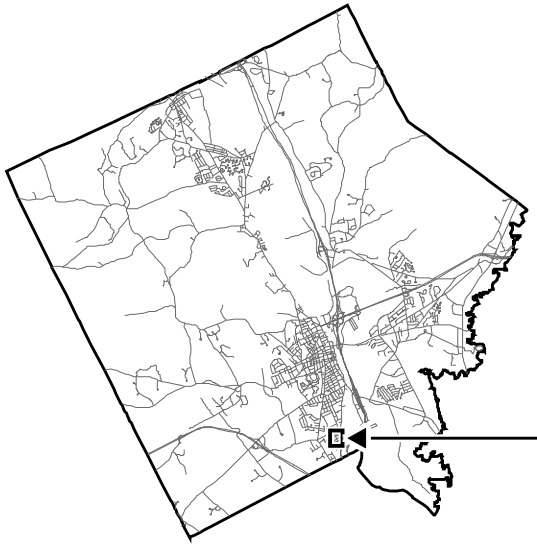

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FY 2021
CIP PROJECT #78

ANNUAL HIGHWAY IMPROVEMENT PROGRAM

2021-2030
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:

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

DESCRIPTION: A City-wide master plan of existing storm drainage facilities was completed and approved by City Council in 2007. The study 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	450,000	0	100,000	650,000	1,250,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,950,000
	Total	450,000	0	100,000	650,000	1,250,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,950,000

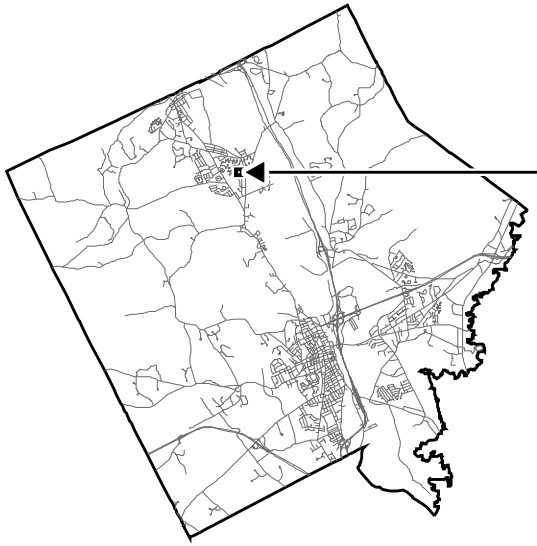
PROJECT: CD-ENGINEERING SERVICES #83-Storm Water Improvements

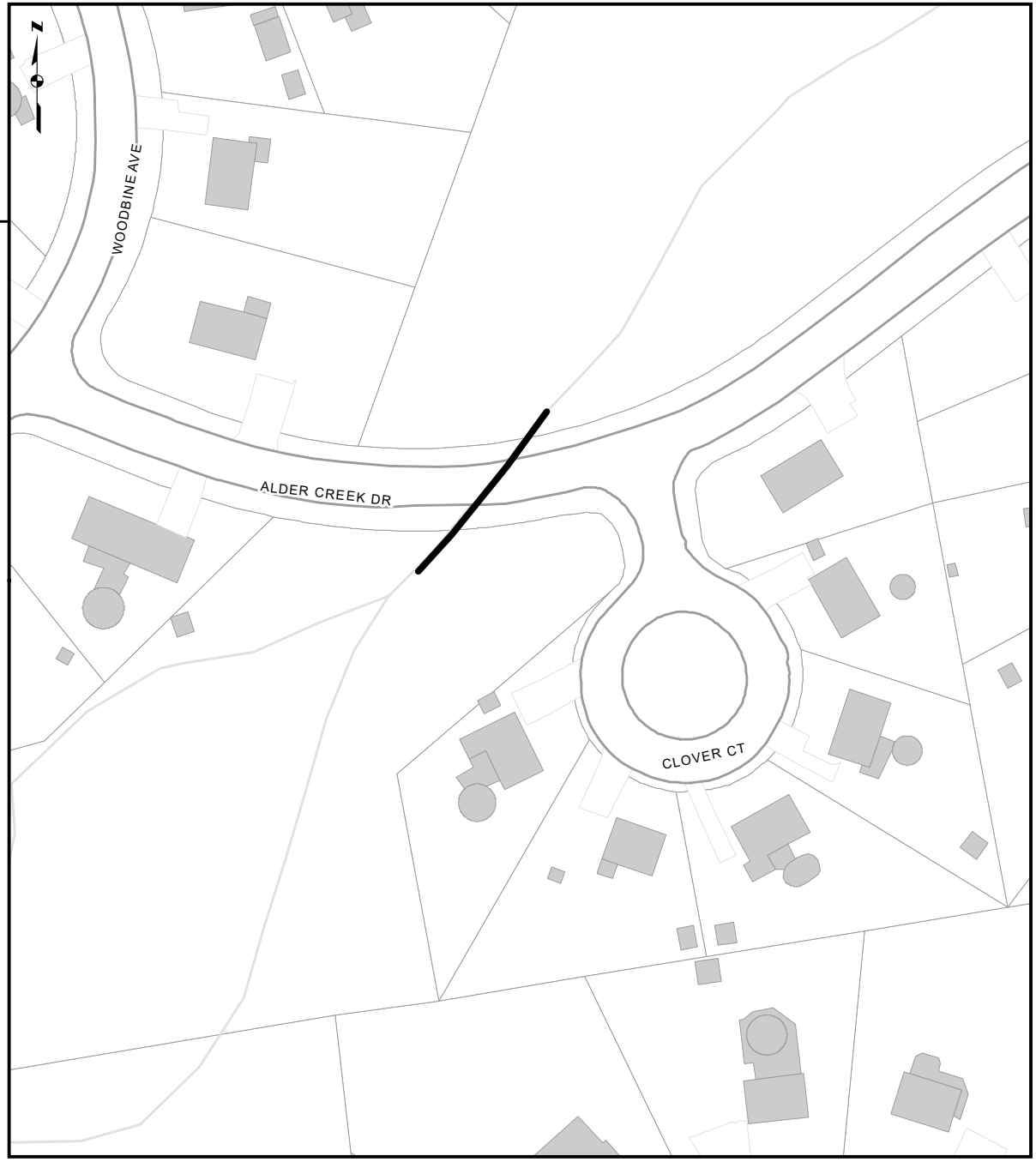
VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	450,000	Construction and construction administration of the culvert replacement project on Alder Creek Drive over Beaver Meadow Brook. Design scheduled for completion in late fall 2020.
		$450,000	2021 Subtotal
2023	General G.O. Bonds	100,000	Design and permitting Lincoln Street drainage improvements.
		$100,000	2023 Subtotal
2024	General G.O. Bonds	650,000	Construction of drainage improvements within the Lincoln Street drainage area.
		$650,000	2024 Subtotal
2025	General G.O. Bonds	1,250,000	Placeholder: Drainage infrastructure improvements.
		$1,250,000	2025 Subtotal
2026	General G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
		$1,500,000	2026 Subtotal
2027	General G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
		$1,500,000	2027 Subtotal
2028	General G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
		$1,500,000	2028 Subtotal
2029	General G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
		$1,500,000	2029 Subtotal
2030	General G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
		$1,500,000	2030 Subtotal

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

TOTAL	$9,950,000





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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale

FY 2021
CIP PROJECT #83

STORM WATER IMPROVEMENTS

2021-2030
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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Water	G.O. Bonds	0	0	0	0	575,000	260,000	0	575,000	0	0	1,410,000
	Total	0	0	0	0	575,000	260,000	0	575,000	0	0	1,410,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water G.O. Bonds	575,000	Design and line approximately 2,800 LF of 10" water main on School Street from Rum Hill Rd. to Westbourne Rd.
		$575,000	2025 Subtotal

PROJECT: CD-ENGINEERING SERVICES #84-Water Main Cleaning & Lining

2026	Water G.O. Bonds	260,000	Design and line approximately 1,250 LF of 8" water mains on Orion Street and Valley Road.
		$260,000	2026 Subtotal
2028	Water G.O. Bonds	575,000	Design and line Fernald, 532 LF; Ormond, 650 LF; Winthrop, 720 LF; Fifield, 200 LF; and Welch St, 285 LF.
		$575,000	2028 Subtotal
	TOTAL	$1,410,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #85-Water Main Replacement

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:									
	☐ New	L	Safety	H	Facility Cond.	N/A	Productivity		
	☑ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	H	Timeliness	Water	

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

DESCRIPTION: The purpose of this project is to routinely replace existing water mains, which are either undersized or in too poor of condition to clean and line, with new pipe.

SERVICE IMPACT: Corrects inadequacies in and improves hydraulic configuration of distribution system. Corrects water quality deficiencies when cleaning and lining would be ineffective or of limited value.

IMPACT IF NOT FUNDED: Decreased quality of water for users. Higher costs to repair or replace water mains in the future. Potential loss of water due to leaks in systems.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 90

Expected Bond Term (in Years)

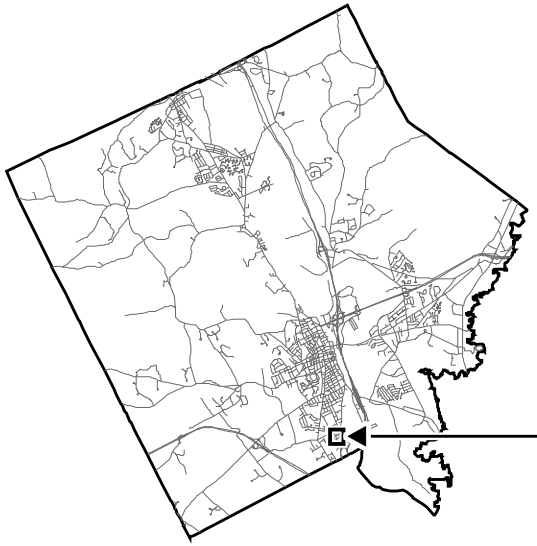
VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Water	Capital Close-out	428,056	0	0	0	0	0	0	0	0	0	428,056
Water	G.O. Bonds	370,000	0	0	0	0	0	0	0	0	0	370,000
	Total	798,056	0	0	0	0	0	0	0	0	0	798,056

PROJECT: CD-ENGINEERING SERVICES #85-Water Main Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Water Capital Close-out	428,056	Closeout share.
	Water G.O. Bonds	370,000	Design and replace 1,500 feet of 6 inch main on Joffre Street and 800 feet of sleeved 2 inch main on Wiggin Street.
		$798,056	2021 Subtotal
	TOTAL	$798,056	



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City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale

FY 2021
CIP PROJECT #85

WATER MAIN REPLACEMENT

2021-2030
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	L	Safety	H	Facility Cond.	N/A	Productivity		
	☐ Replace	N/A	Mandates	H	Service Def.	M	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	H	O + M Costs	N/A	Council Goals	H	Timeliness	Water	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: Construct new water mains to strengthen the transmission and distribution systems.

SERVICE IMPACT: Improves water quality, increases efficiency of system, expands the distribution network throughout the City.

IMPACT IF NOT FUNDED: Existing service deficiencies will remain unchanged.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 90

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Water	Capital Transfer	0	0	0	10,000	0	0	0	0	0	0	10,000
Water	G.O. Bonds	0	0	0	0	1,000,000	0	0	0	0	0	1,000,000
	Total	0	0	0	10,000	1,000,000	0	0	0	0	0	1,010,000

PROJECT: CD-ENGINEERING SERVICES #86-Water Main Construction

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Water Capital Transfer	10,000	Design 2,700LF of 12 inch main from Black Hill Road and Manchester Street to Garvins Falls Road. Project to be coordinated with CIP #36.
		$10,000	2024 Subtotal
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	$1,010,000	

2021-2030
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	L	Safety	M	Facility Cond.	N/A	Productivity		
	☑ Replace	N/A	Mandates	M	Service Def.	N/A	Tax Base Exp.	M	City Master Pl.
	☐ Rebuild	M	O + M Costs	N/A	Council Goals	M	Timeliness	Water	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: The project will allow for various equipment improvements as recommended by Phase II of the Water Master Plan completed in 2007.

SERVICE IMPACT: Increased reliability and efficiency of Water Treatment Plan equipment.

IMPACT IF NOT FUNDED: It is becoming increasing difficult to find replacement parts for obsolete equipment. Consequently, equipment failures could result in significant or prolonged service interruptions. Limited pumping capacity will cause continuation of inefficient operating configurations that may not meet forecasted demand.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Water	Capital Transfer	5,000	0	0	0	0	0	0	0	0	0	5,000
Water	G.O. Bonds	250,000	100,000	90,000	100,000	230,000	150,000	400,000	400,000	0	950,000	2,670,000
	Total	255,000	100,000	90,000	100,000	230,000	150,000	400,000	400,000	0	950,000	2,675,000

PROJECT: GS-WATER #88-Water Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Water G.O. Bonds	250,000	Maintenance Shop refurbishment, structural and architectural improvements. Master Plan Phase II recommendation.
	Water Capital Transfer	5,000	Snow blower for Toolcat.
		$255,000	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
2023	Water G.O. Bonds	75,000	Laboratory countertops and cabinet replacements.
	Water G.O. Bonds	15,000	Administrative area repairs.
		$90,000	2023 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
2028	Water G.O. Bonds	400,000	Filter and underdrain improvements.

PROJECT:	GS-WATER	#88-Water Plant Improvements		
			$400,000	2028 Subtotal
2030	Water	G.O. Bonds	800,000	Plant filter re-build.
	Water	G.O. Bonds	150,000	Plant boiler replacement.
			$950,000	2030 Subtotal
	TOTAL		$2,675,000	

2021-2030
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:									
	☑ New	H	Safety	N/A	Facility Cond.	N/A	Productivity		
	☐ Replace	L	Mandates	H	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	L	O + M Costs	L	Council Goals	L	Timeliness	Sewer	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: In FY2005 the engineering firm Fay, Spofford and Thorndike conducted an evaluation of odor related issues at the Hall 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Sewer	G.O. Bonds	0	0	0	0	0	0	450,000	7,100,000	0	100,000	7,650,000
	Total	0	0	0	0	0	0	450,000	7,100,000	0	100,000	7,650,000

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 Phase 2 liquid stream odor control improvements designed in Fiscal Year 2027.
		$7,100,000	2028 Subtotal
2030	Sewer G.O. Bonds	100,000	Odor control monitoring study.
		$100,000	2030 Subtotal
	TOTAL	$7,650,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Sewer Collection

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:									
	☐ New	N/A	Safety	M	Facility Cond.	N/A	Productivity		
	☑ Replace	N/A	Mandates	H	Service Def.	L	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness	Sewer	

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

DESCRIPTION: 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Sewer	Capital Transfer	40,000*	55,000	40,000	50,000	40,000	40,000	40,000	40,000	40,000	40,000	425,000
Sewer	G.O. Bonds	0	0	375,000	0	115,000	0	0	450,000	0	4,000,000	4,940,000
	Total	40,000	55,000	415,000	50,000	155,000	40,000	40,000	490,000	40,000	4,040,000	5,365,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	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.
		$40,000	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	15,000	Design 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.
		$55,000	2022 Subtotal
2023	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: #40 Elm Street to Village Street. Approximately 1,060 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
		$415,000	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.
	Sewer Capital Transfer	10,000	Design the lining of Granite Ave., North State St., Martin St. and Prospect St.
		$50,000	2024 Subtotal
2025	Sewer G.O. Bonds	115,000	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: 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.
		$155,000	2025 Subtotal
2026	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.

PROJECT:	CD-ENGINEERING SERVICES		#91-Sewer Main Rehabilitation and Construction
		$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
2030	Sewer G.O. Bonds	4,000,000	Design and line an estimated 15 miles of various size verified clay sewer pipe through out the city.
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$4,040,000	2030 Subtotal
	TOTAL	$5,365,000	

2021-2030
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:									
	☑ New	N/A	Safety	L	Facility Cond.	N/A	Productivity		
	☐ Replace	N/A	Mandates	M	Service Def.	L	Tax Base Exp.	M	City Master Pl.
	☑ Rebuild	H	O + M Costs	H	Council Goals	L	Timeliness		Economic Development

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

DESCRIPTION: The purpose of this project is to design and construct streetscape improvements 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Other	Tax Increment Financing	0	0	0	400,000	4,000,000	0	0	0	0	0	4,400,000
	Total	0	0	0	400,000	4,000,000	0	0	0	0	0	4,400,000

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	

2021-2030
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:									
	☑ New	M	Safety	H	Facility Cond.	N/A	Productivity		
	☑ Replace	L	Mandates	M	Service Def.	N/A	Tax Base Exp.	M	City Master Pl.
	☑ Rebuild	L	O + M Costs	N/A	Council Goals	H	Timeliness	Sewer	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: The purpose of this project is to implement a variety of improvements as recommended in the 2014 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Sewer	Capital Transfer	0	0	15,000	0	0	0	0	0	0	0	15,000
Sewer	G.O. Bonds	1,025,000	2,225,000	1,200,000	1,375,000	2,025,000	3,470,000	18,070,000	2,375,000	3,300,000	1,000,000	36,065,000
	Total	1,025,000	2,225,000	1,215,000	1,375,000	2,025,000	3,470,000	18,070,000	2,375,000	3,300,000	1,000,000	36,080,000

PROJECT: GS-SEWER #104-Hall Street Waste Water Treatment Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Sewer G.O. Bonds	635,000	Replacement of 35KV switchgear and three pad mounted transformers.
	Sewer G.O. Bonds	150,000	Scum processing equipment replacement.
	Sewer G.O. Bonds	125,000	Equipment/Process Improvements: Sludge Incinerator Feasibility Study.
	Sewer G.O. Bonds	100,000	Screw pump bearing replacement.
	Sewer G.O. Bonds	15,000	Replace primary clarifier scum pump and drain valves.
		$1,025,000	2021 Subtotal
2022	Sewer G.O. Bonds	1,600,000	Motor Control Center (MCC) electrical replacement.
	Sewer G.O. Bonds	325,000	Tunnel and intermediate building HVAC improvements
	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.
		$2,225,000	2022 Subtotal
2023	Sewer G.O. Bonds	1,100,000	Replacement one of the secondary clarifiers. (#1)
	Sewer G.O. Bonds	50,000	Renovation of administration area to address ADA compliance issues, and repair / replace damaged and worn materials and finishes.
	Sewer G.O. Bonds	50,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
	Sewer Capital Transfer	15,000	Replacement of four wheel drive mower.
		$1,215,000	2023 Subtotal
2024	Sewer G.O. Bonds	1,100,000	Replacement of one secondary clarifier. (#2)
	Sewer G.O. Bonds	175,000	Intermediate and chlorine building HVAC upgrades.
	Sewer G.O. Bonds	75,000	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

PROJECT: GS-SEWER #104-Hall Street Waste Water Treatment Plant Improvements

2025	Sewer G.O. Bonds	1,100,000	Replace one secondary clarifier. (#3)
	Sewer G.O. Bonds	500,000	Concrete/structural repairs.
	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.
		$2,025,000	2025 Subtotal
2026	Sewer G.O. Bonds	1,400,000	Design engineering of sludge stabilization upgrades.
	Sewer G.O. Bonds	1,050,000	Construction of aeration upgrades designed in FY 2025.
	Sewer G.O. Bonds	300,000	Renovation of administration area to include flooring, ceilings, partitions, doors & frames, cabinets, and plumbing fixtures. Also provides for full laboratory refurbishment
	Sewer G.O. Bonds	270,000	Replacement of clarifier drain valves and inlet gates.
	Sewer G.O. Bonds	225,000	Facilities evaluation to prepare new 10-year CIP.
	Sewer G.O. Bonds	100,000	Replacement of roof on Admin Gravity Belt Thickener (AGBT) room with EDPM membrane roof system.
	Sewer G.O. Bonds	100,000	Design engineering of dewatering system upgrades.
	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		$3,470,000	2026 Subtotal
2027	Sewer G.O. Bonds	14,000,000	Construction of sludge stabilization upgrades.
	Sewer G.O. Bonds	3,150,000	Construction of dewatering system upgrades.
	Sewer G.O. Bonds	300,000	HVAC improvements.
	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	250,000	SCADA system upgrades.
	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.
		$18,070,000	2027 Subtotal

PROJECT: GS-SEWER #104-Hall Street Waste Water Treatment Plant Improvements

2028	Sewer	G.O. Bonds	2,000,000	Grit removal equipment replacement.
	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.
			$2,375,000	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	250,000	Sludge holding tank mixing system upgrade.
	Sewer	G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
			$3,300,000	2029 Subtotal
2030	Sewer	G.O. Bonds	1,000,000	Paving replacement.
			$1,000,000	2030 Subtotal
	TOTAL		$36,080,000	

2021-2030
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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	45,000	0	0	100,000	100,000	0	100,000	2,850,000	0	3,195,000
Golf	G.O. Bonds	0	0	0	10,000	0	50,000	10,000	0	0	0	70,000
Golf	Capital Transfer	0	25,000	0	0	0	0	0	0	0	0	25,000
	Total	0	70,000	0	10,000	100,000	150,000	10,000	100,000	2,850,000	0	3,290,000

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	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Water Treatment

II. LOCATION: 53 Hutchins Street

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Water	G.O. Bonds	175,000	0	0	250,000	0	0	0	0	0	0	425,000
	Total	175,000	0	0	250,000	0	0	0	0	0	0	425,000

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	

2021-2030
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:									
	☐ New	M	Safety	N/A	Facility Cond.	L	Productivity		
	☑ Replace	L	Mandates	M	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	N/A	O + M Costs	L	Council Goals	M	Timeliness	Motor Vehicle Equipment	

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

DESCRIPTION: This project establishes a long-range replacement plan for City Highway/Utilities, Water Treatment Plant, Waste Water Treatment Plants, as well as Parks and Recreation Department vehicles and heavy equipment. Vehicle and equipment replacement for the Police and Fire Departments are addressed through other capital improvement program projects or the annual operating budget. Phased replacement of vehicles and equipment will minimize potential service interruptions due to break downs / failures and provides for cost savings through economies of scale which are made possible from multiple vehicle procurement where applicable. Restructuring of the fleet to a more efficient blend of vehicles will coincide with vehicle replacement.

SERVICE IMPACT: Establishes long range replacement plan that improves service with more reliable vehicles, lower costs due to multi-vehicle procurements and maintenance support. Supports appropriate reassignment of some serviceable vehicles to less critical tasks instead of replacement.

IMPACT IF NOT FUNDED: 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Sewer	G.O. Bonds	0	160,000	525,000	365,000	260,000	180,000	200,000	147,000	250,000	317,000	2,404,000
Water	G.O. Bonds	266,000	202,000	52,000	68,000	110,000	60,000	60,000	220,000	203,000	73,000	1,314,000
General	G.O. Bonds	800,000	998,000	1,292,000	1,042,000	1,057,000	1,255,000	1,296,000	1,603,000	1,456,000	1,261,000	12,060,000
	Total	1,066,000	1,360,000	1,869,000	1,475,000	1,427,000	1,495,000	1,556,000	1,970,000	1,909,000	1,651,000	15,778,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	390,000	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
	General G.O. Bonds	155,000	Replace Cemetery back-hoe (2004) unit #616
	General G.O. Bonds	50,000	Replace vibratory roller (2001) unit #071
	General G.O. Bonds	45,000	Replace 1 4x4 2500 series pick-up truck (2008) unit #903
	General G.O. Bonds	40,000	Replace 1 1/2-ton supercab pick-up truck (2008) unit #904
	General G.O. Bonds	40,000	Replace 2WD pickup 3500 (2008) unit #902
	Water G.O. Bonds	38,000	Replace Transit with Ford Edge or Ford Escape unit #754
	Water G.O. Bonds	38,000	Replace Transit with Ford Edge or Ford Escape unit #804
	General G.O. Bonds	30,000	Replace Welder Unit #398
	General G.O. Bonds	30,000	Replace 20 ton low bed trailer (1989) unit #082
	General G.O. Bonds	20,000	Replace Landscape Trailer #184
		$1,066,000	2021 Subtotal
2022	General G.O. Bonds	190,000	Replace one 6-wheel dump truck (2006) unit #1227
	General G.O. Bonds	185,000	Replace Trackless Sidewalk Tractors HWY/COMF unit #1365
	General G.O. Bonds	184,000	Replace 2 leaf blowers and boxes (1999, 1998) units #049 and 050 HWY
	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	92,000	Replace Tarco Leaf Loader Unit #197 Hwy/COMF
	General G.O. Bonds	70,000	Replace John Deer Mower Unit #673
	General G.O. Bonds	56,000	Replace one (1) skid steer unit #1360
	General G.O. Bonds	52,000	Replace 4 Ton Asphalt Hauler Unit #66
	Water G.O. Bonds	42,000	Replace 4x4 pick-up truck Ext Cab (2008) units #872

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

	General G.O. Bonds	22,000	Replace sign board & trailer unit #446 CD/COMF
	General G.O. Bonds	20,000	Replace 11 CY sander unit #1230SS
	General G.O. Bonds	15,000	Replace 1 5-ton tandem trailer (2000) unit #064
		$1,360,000	2022 Subtotal
2023	Sewer G.O. Bonds	525,000	Replace 10 wheel vactor truck unit #711
	General G.O. Bonds	390,000	Replace 6-wheel dump trucks (2008) unit #1228 & #1229
	General G.O. Bonds	290,000	Replace bucket loader (1993) unit #090
	General G.O. Bonds	185,000	Replace Sidewalk Tractor (2012) unit #1366
	General G.O. Bonds	160,000	Replace Blower Yellow #1
	General G.O. Bonds	122,000	Replace 1 shop fork truck (1997) unit #149
	General G.O. Bonds	95,000	Replace leaf loader (2000) CEM unit #190
	Water G.O. Bonds	52,000	Replace 2500 extended cab pick-up truck Unit # 824
	General G.O. Bonds	25,000	Replace saltmarsh trailer unit #115 (GSD/Public Properties)
	General G.O. Bonds	25,000	Tandem trailer unit #061
		$1,869,000	2023 Subtotal
2024	Sewer G.O. Bonds	365,000	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	205,000	Replace Dump Truck (2011) unit #1231
	General G.O. Bonds	120,000	Replace pickup truck 4WD plow, sander, wing #1109
	General G.O. Bonds	90,000	Replace sign boards & trailers unit #445,445 & 446 CD/COMF
	Water G.O. Bonds	68,000	Replace Crew Cab utility body F350 unit #825
	General G.O. Bonds	68,000	Chipper unit #668
	General G.O. Bonds	60,000	Replace sign boards & trailers Solar units #449 & 447 CD/COMF
	General G.O. Bonds	42,000	4x2 super cab pickup Unit #1110
	General G.O. Bonds	38,000	Replace Rosco Roller (1991) unit #72
	General G.O. Bonds	36,000	Replace 2 (two) 6 CY sanders unit #1231SS and 1232SS

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

	General G.O. Bonds	36,000	Replace Tow Behind Comp (2001) unit #422
	General G.O. Bonds	25,000	Replace 5 Ton Tandem Trailer (2000) unit #64
	General G.O. Bonds	21,000	Replace SS 11CY Sander Unit # 1235SS
	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 Spreader 1.5CY (2004) unit #875SS
	General G.O. Bonds	15,000	Replace stainless steel 3.4CY Sander (2004) unit #901SS
		$1,475,000	2024 Subtotal
2025	General G.O. Bonds	410,000	Replace two 6 Wheel Dump Trucks (2008) units #1232 & #1233
	General G.O. Bonds	205,000	Replace Sidewalk Tractor (2014) unit #1367
	Sewer G.O. Bonds	185,000	Replace 6 wheel dump truck unit #753 S UTIL/COM
	General G.O. Bonds	145,000	Replace Bobcat Toolcat # 1370
	General G.O. Bonds	120,000	Replace pickup truck 4WD plow, sander, wing #1113
	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	56,000	Replace Skidsteer Unit # 136
	General G.O. Bonds	48,000	Replace 3 (Three) 3.4 CY sanders units #0669SS, #1104SS & 1105SS
	General G.O. Bonds	48,000	Replace cargo van unit #602
	Water G.O. Bonds	45,000	Replace Ford F-150 extra cab pickup # 826
	General G.O. Bonds	25,000	Replace Sign Board Solar Unit #450
		$1,427,000	2025 Subtotal
2026	General G.O. Bonds	410,000	Replace Two (2) Dump Trucks (2013) units #1235, 1236,
	General G.O. Bonds	205,000	Replace 6 Wheel Dump Truck (2011) unit #1234
	General G.O. Bonds	205,000	Replace sidewalk tractor unit #1368
	General G.O. Bonds	160,000	Replace 2 Crew Cab rack body F350 #1107 & #1108
	Sewer G.O. Bonds	120,000	Cut-away Van (camera) unit #712

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

	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
	General G.O. Bonds	50,000	Arrow Boards Units # 452 & 453
	General G.O. Bonds	25,000	Replace Sign Board Unit #451
	General G.O. Bonds	20,000	Magnum light trailer # 1405
	General G.O. Bonds	20,000	Stainless steel spreader # 0057SS
	General G.O. Bonds	20,000	Stainless 7CY Sander # 425SS
	General G.O. Bonds	20,000	Stainless steel spreader # 1226SS
	General G.O. Bonds	15,000	Nine Ton Trailer # 672
	General G.O. Bonds	15,000	Stainless 3.4 CY Sander # 1103SS
		$1,495,000	2026 Subtotal
2027	General G.O. Bonds	300,000	Replace bucket loader unit #1301
	General G.O. Bonds	225,000	Replace 10-wheel dump trucks unit # 1237
	General G.O. Bonds	208,000	Replace 6-Wheel Dump Truck # 1238
	General G.O. Bonds	168,000	Replace snow blower unit #004
	General G.O. Bonds	145,000	Replace service truck unit #009
	Sewer G.O. Bonds	100,000	Replace 4x2 Crew Cab pickup truck unit #706
	Sewer G.O. Bonds	100,000	Replace Ford F-350 Crew Cab Unit #724
	General G.O. Bonds	90,000	Replace 4x2 Super Cab Pickup # 461,462
	Water G.O. Bonds	60,000	Replace C1500 4x2 pickup unit #879
	General G.O. Bonds	40,000	Replace 4X2 F-150 Supercab pick-up truck Unit #460
	General G.O. Bonds	40,000	Replace 4x2 Super Cab Pickup # 906
	General G.O. Bonds	40,000	Replace (2) SS 7CY Sanders Unit # 1228SS & 1229SS
	General G.O. Bonds	20,000	Replace 6CY Sander Unit #1227SS
	General G.O. Bonds	20,000	Replace Utility Trailer Unit #1402
		$1,556,000	2027 Subtotal

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

2028	General G.O. Bonds	285,000	Replace Street Sweeper Unit # 1391
	General G.O. Bonds	160,000	Tool Cat # 1369
	General G.O. Bonds	120,000	Replace Two (2) F-250 4x4 PU Unit # 657 & 658
	General G.O. Bonds	96,000	Leaf loader unit #1378
	General G.O. Bonds	96,000	ODB Leaf Unit #1377
	General G.O. Bonds	96,000	Replace F550 carpenter van #905
	Water G.O. Bonds	95,000	Replace Ford F-550 Dump/Plow Unit #829
	General G.O. Bonds	94,000	Replace 4x4 pickup/dump # 691
	General G.O. Bonds	92,000	F-350 Dump 4WD # 1112
	General G.O. Bonds	85,000	F-350 Utility 4wd # 907
	General G.O. Bonds	84,000	F-350 Utility 4WD #1111
	General G.O. Bonds	78,000	Replace F-350 Crew Cab 4x4 Unit # 603
	Water G.O. Bonds	75,000	Vac-Tron Trailer #828
	General G.O. Bonds	72,000	Replace F-350 PU 4x4 Unit # 604
	Sewer G.O. Bonds	65,000	Replace 4x4 pick-up truck F250 (2018) units #757
	General G.O. Bonds	55,000	Stump grinder unit #666
	Water G.O. Bonds	50,000	F250 4X4 PU #880
	General G.O. Bonds	46,000	Replace Equipment Service Radio Car Unit #10
	Sewer G.O. Bonds	45,000	Replace SUV Edge Unit # 756
	General G.O. Bonds	44,000	Replace 4x2 Super Cab PU Unit # 463
	General G.O. Bonds	42,000	Replace 3/4 ton cargos van #459
	Sewer G.O. Bonds	22,000	Replace flatbed trailer unit #426
	General G.O. Bonds	20,000	Replace trailer #1401
	General G.O. Bonds	20,000	Replace 6CY SS Sander Unit #704SS
	General G.O. Bonds	18,000	Mid-Atlantic Trailer Unit #1403
	Sewer G.O. Bonds	15,000	Replace Box Trailer Unit # 722
		$1,970,000	2028 Subtotal

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

2029	General G.O. Bonds	580,000	Replace (4) Ford F-550 4x4 Pickup Units # 1114, 1115, 1116 & 1117
	Sewer G.O. Bonds	225,000	Replace 6 Wheel Dump Unit #705
	General G.O. Bonds	220,000	Replace 6 Wheel Dump Truck Unit #1239
	General G.O. Bonds	160,000	Replace Sicard Snow Blower unit #1375
	Water G.O. Bonds	135,000	Replace Three (3) Ford F-150 4x2 PU Unit # 805, 806 & 807
	General G.O. Bonds	115,000	Replace John Deere Tractor #673
	General G.O. Bonds	110,000	Replace F-450 4x4 Pickup Unit # 659
	General G.O. Bonds	82,000	Replace Skidsteer Unit # 1363
	General G.O. Bonds	58,000	Slide-in Hot Box Unit #1404
	General G.O. Bonds	52,000	Replace Tow Behind Sweeper Unit # 1390
	Water G.O. Bonds	50,000	Replace Ford F-150 4x2 PU Unit # 873
	General G.O. Bonds	44,000	G2500 Cargo Van # 908
	General G.O. Bonds	35,000	Air Compressor # 630
	Sewer G.O. Bonds	25,000	Replace Box Trailer Unit # 722
	Water G.O. Bonds	18,000	Replace Genesis Boat Trailer Unit # 879
		$1,909,000	2029 Subtotal
2030	General G.O. Bonds	440,000	6 Wheel Dump Trucks #1240,1241
	General G.O. Bonds	250,000	6 Wheel 4x4 Bucket Truck Unit # 675
	Sewer G.O. Bonds	225,000	Replace 6 Wheel Dump Truck Unit # 704
	General G.O. Bonds	175,000	Band wagon unit #180
	General G.O. Bonds	170,000	Replace Two (2) Skidsteer Unit # 1371 & 1364
	General G.O. Bonds	104,000	Replace Two (2) F-250 4x4 PU Unit # 660 & 661
	Sewer G.O. Bonds	92,000	Replace F-550 4x2 Pickup Unit #136
	General G.O. Bonds	90,000	Replace Ford F-450 4x4 Dump Unit # 605
	Water G.O. Bonds	58,000	Replace Extra Cab pickup unit #824
	General G.O. Bonds	32,000	Replace Welder Unit # 398

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	Water G.O. Bonds	15,000	Replace Utility Trailer Unit # 878
		$1,651,000	2030 Subtotal
	TOTAL	$15,778,000	

2021-2030
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:

☑ New	L	Safety	N/A	Facility Cond.	M	Productivity			
☐ Replace	N/A	Mandates	M	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.	
☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness			

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

DESCRIPTION: The purpose of this project is to provide for routine 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 knowledgably 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Water	Capital Transfer	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
	Total	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000

PROJECT: GS-WATER #124-Water System SCADA Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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
2028	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2028 Subtotal
2029	Water Capital Transfer	30,000	SCADA equipment and upgrades.
		$30,000	2029 Subtotal

PROJECT: GS-WATER #124-Water System SCADA Improvements

2030	Water	Capital Transfer	30,000	SCADA equipment and software updates.
			$30,000	2030 Subtotal
	TOTAL		$300,000	

2021-2030
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:									
	☐ New	N/A	Safety	M	Facility Cond.	H	Productivity		
	☑ Replace	N/A	Mandates	L	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.
	☐ Rebuild	L	O + M Costs	N/A	Council Goals	M	Timeliness	MIS	

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

DESCRIPTION: Programmed replacement of 30 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 and 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 desktop 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Capital Transfer	8,000	39,000	76,000	31,000	35,000	8,000	41,000	39,000	33,000	75,000	385,000
	Total	8,000	39,000	76,000	31,000	35,000	8,000	41,000	39,000	33,000	75,000	385,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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).
		$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).

PROJECT:	FINANCE PURCHASING	#130-Multi-Function Photocopy Machines	
		$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	33,000	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).
		$33,000	2029 Subtotal
2030	General Capital Transfer	75,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): City Clerk (City Hall), General Services, Equipment Services (COMF); General Services, Water Supply (Water Treatment Plant); Finance, OMB (City Hall); Human Services (Commercial St), Library, Admin (Concord Public Library); Finance, Purchasing (COMF), Police Administration (CPD HQs, 3rd Floor), Parks & Recreation (Main Office) and General Services, Wastewater Treatment (Hall St WWTF).
		$75,000	2030 Subtotal
	TOTAL	$385,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #230-Opticom Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:										
	☐ New	H	Safety	N/A	Facility Cond.	N/A	Productivity			
	☑ Replace	L	Mandates	H	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.	
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	H	Timeliness			

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

DESCRIPTION: This project provides funding for systematic replacement of "Opticom" units throughout the City. Opticom units allow emergency vehicles to control traffic signals when responding to emergencies. Presently, Opticom units are located at 56 intersections, all 4 fire station driveways, as well as 5 signalized pedestrian crosswalks on Loudon Road.

SERVICE IMPACT: Routine replacement of units allows for safe and efficient responses to emergency calls by City Fire Department and Police Department.

IMPACT IF NOT FUNDED: Opticom traffic control equipment could fail resulting in motorist confusion and increasing accident potential.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	20,000	20,000
General	Highway Reserve	0	15,000	0	15,000	0	20,000	0	20,000	0	0	70,000
	Total	0	15,000	0	15,000	0	20,000	0	20,000	0	20,000	90,000

PROJECT: FIRE #230-Opticom Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
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
2030	General	G.O. Bonds	20,000	Opticom Replacement (City wide)
			$20,000	2030 Subtotal
	TOTAL		$90,000	

2021-2030
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 SERVED:									
	☐ New	L	Safety	L	Facility Cond.	L	Productivity		
	☐ Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.
	☑ Rebuild	N/A	O + M Costs	N/A	Council Goals	L	Timeliness		

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

DESCRIPTION: The purpose of this project it is make routine investments to preserve and improve the grounds at the golf course. Improvements typically consist of greens rehabilitation, tee renovations, resurfacing of golf cart paths, irrigation improvements, and improvements to fairways.

SERVICE IMPACT: Routine investments maintain the quality of the course and player satisfaction, thereby preserving market share and financial viability of the course.

IMPACT IF NOT FUNDED: Course conditions and player satisfaction will erode, resulting in loss of market share and potential threat to the long-term viability of the facility.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	195,000*	285,000	285,000	325,000	0	0	0	0	0	0	1,090,000
Golf	G.O. Bonds	75,000*	65,000	15,000	80,000	60,000	60,000	50,000	50,000	0	0	455,000
	Total	270,000	350,000	300,000	405,000	60,000	60,000	50,000	50,000	0	0	1,545,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	185,000	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.
		$270,000	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
2025	Golf G.O. Bonds	60,000	Bunker renovation improvements.
		$60,000	2025 Subtotal
2026	Golf G.O. Bonds	60,000	Bunker renovation improvements.

PROJECT:	REC-GROUNDS	#235-Golf Course Grounds 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		$1,545,000	

2021-2030
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:									
	☑ New	N/A	Safety	N/A	Facility Cond.	M	Productivity		
	☑ Replace	N/A	Mandates	M	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness		

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

DESCRIPTION: 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): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Water	Capital Transfer	100,000	125,000	125,000	125,000	150,000	150,000	150,000	150,000	150,000	175,000	1,400,000
	Total	100,000	125,000	125,000	125,000	150,000	150,000	150,000	150,000	150,000	175,000	1,400,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Water Capital Transfer	100,000	Phased installation of meters and reading devices. 500 units.
		$100,000	2021 Subtotal

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

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	150,000	Phased installation of meters and reading devices. 600 units.
			$150,000	2027 Subtotal
2028	Water	Capital Transfer	150,000	Phased installation of meters and reading devices. 600 units.
			$150,000	2028 Subtotal
2029	Water	Capital Transfer	150,000	Phased installation of meters and reading devices. 600 units.
			$150,000	2029 Subtotal
2030	Water	Capital Transfer	175,000	Phased installation of meters and reading devices. 600 units.
			$175,000	2030 Subtotal
	TOTAL		$1,400,000	

2021-2030
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:									
	☑ New	H	Safety	H	Facility Cond.	H	Productivity		
	☑ Replace	H	Mandates	H	Service Def.	N/A	Tax Base Exp.		City Master Pl.
	☑ Rebuild	H	O + M Costs	N/A	Council Goals	H	Timeliness		Public Facilities
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: The purpose of this project is to provide funding for a variety of repairs and improvements to the four existing fire stations on an annual basis. The 4 stations plus the Headquarters facility total approximately 49,000 square feet, combined. A summary of each station is below:

The Broadway Station is located at 15 Broadway. The facility was constructed in 1984 and is 5,716 SF set on 0.72 Acres.

The Manor Station is located at 46 Village Street. The facility was constructed in 1974 and is 11,376SF set on 1.28 Acres.

The Heights Station is located at 74 Loudon Rd. The facility was constructed in 1966 and is 5,016SF set on 1.02 Acres.

The Central Station is located at 150 N. State Street. The facility was constructed in 1977 and features 11,260SF.

The Concord Fire Department Headquarters is located at 24 Horseshoe Pond Lane and was opened circa 2000. The facility contains 15,290SF set on 1.52 Acres.

SERVICE IMPACT: Routine repairs and improvements help to prolong the useful life of facilities, as well as provide a safe and pleasant working environmental for employees thereby helping to maintain morale.

IMPACT IF NOT FUNDED: Increased cost for repairs due to deferred maintenance.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years)

PROJECT: FIRE #252-Fire Station Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	60,000	0	350,000	0	0	0	0	0	0	80,000	490,000
	Total	60,000	0	350,000	0	0	0	0	0	0	80,000	490,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	60,000	Station location and master plan study for the 4 fire stations.
		$60,000	2021 Subtotal
2023	General G.O. Bonds	350,000	Improvements to paved parking areas at Heights, Broadway, and Central Fire Stations.
		$350,000	2023 Subtotal
2030	General G.O. Bonds	80,000	Replace specialized washers and dryers designed for decontaminating firefighting personal protective equipment. Current units were purchased circa 2000.
		$80,000	2030 Subtotal
	TOTAL	$490,000	

2021-2030
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:									
	☑ New	M	Safety	H	Facility Cond.	N/A	Productivity		
	☑ Replace	L	Mandates	M	Service Def.	N/A	Tax Base Exp.	L	City Master Pl.
	☑ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness	Sewer	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: Provides for planned replacement, upgrade and refurbishment of aging equipment at sewer pump stations before disruptive failures occur. The City has a total of 8 waste water pump stations, as follows: East Concord, Loudon Road, Chenell Drive, Antrim Avenue, Hannah Dustin, Mountain Green South, Mountain Green North, and the Steeplegate Mall.

SERVICE IMPACT: Reliability of pump stations will be maintained and unanticipated repairs and escalating maintenance costs for antiquated equipment will be avoided.

IMPACT IF NOT FUNDED: Potential for unanticipated failure of equipment that could disrupt service and result in significant costs to repair or replace.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Sewer	Mountain Green Reserve	30,000	50,000	300,000	0	0	0	0	0	0	0	380,000
Sewer	Capital Close-out	240,692	0	0	0	0	0	0	0	0	0	240,692
Sewer	G.O. Bonds	360,000	0	50,000	450,000	180,000	450,000	0	0	0	0	1,490,000
	Total	630,692	50,000	350,000	450,000	180,000	450,000	0	0	0	0	2,110,692

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Sewer G.O. Bonds	360,000	Construction of Hannah Dustin pump station and standby generator replacement.
	Sewer Capital Close-out	240,692	Closeout share of Hannah Dustin Pump Station replacement.
	Sewer Mountain Green Reserve	30,000	Install a new standby generator at Mountain Green South.
		$630,692	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 Fiscal Year 2022.
	Sewer G.O. Bonds	50,000	Design services for Chenell Drive pump station upgrades.
		$350,000	2023 Subtotal
2024	Sewer G.O. Bonds	450,000	Construction of Chenell Drive pump station upgrades.
		$450,000	2024 Subtotal
2025	Sewer G.O. Bonds	70,000	Lighting system, electrical boxes and raceways, and plumbing system upgrades at East Concord pump station.
	Sewer G.O. Bonds	60,000	Purchase a portable generator.
	Sewer G.O. Bonds	50,000	Design services for Steeplegate Mall pump station upgrades.
		$180,000	2025 Subtotal
2026	Sewer G.O. Bonds	450,000	Construction of Steeplegate Mall pump station upgrades.
		$450,000	2026 Subtotal
	TOTAL	$2,110,692	

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:									
	☐ New	H	Safety	N/A	Facility Cond.	N/A	Productivity		
	☑ Replace	M	Mandates	H	Service Def.	L	Tax Base Exp.	H	City Master Pl.
	☑ Rebuild	L	O + M Costs	H	Council Goals	H	Timeliness		Corridor Improvements

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

DESCRIPTION: The purpose of this project is to make investments in traffic and pedestrian signal improvements in order to achieve improved traffic operations, safety enhancements, as well as implement State and Federal regulatory requirements. Signal locations without pedestrian controls will be prioritized.

SERVICE IMPACT: Improved and enhanced vehicle and pedestrian safety throughout the City. A nominal increase in operating and maintenance costs is expected to accommodate new systems.

IMPACT IF NOT FUNDED: Increased neighborhood concern with vehicular and pedestrian safety City-wide resulting in the need for increased and dedicated police enforcement.

IV PREVIOUS FISCAL YEAR AUTHORIZED: Jan. 2000 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Capital Close-out	8,130	0	0	0	0	0	0	0	0	0	8,130
General	G.O. Bonds	30,000	42,000	205,000	30,000	30,000	230,000	30,000	30,000	205,000	0	832,000
	Total	38,130	42,000	205,000	30,000	30,000	230,000	30,000	30,000	205,000	0	840,130

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	30,000	N Main/Washington-Ferry - Replace vehicle signal heads, install reflectorized back plates and replace underground wiring.
	General Capital Close-out	8,130	Closeout share.
		$38,130	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

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

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		$840,130	

2021-2030
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:										
	☐ New	N/A	Safety	N/A	Facility Cond.	M	Productivity			
	☑ Replace	N/A	Mandates	M	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.	
	☐ Rebuild	H	O + M Costs	L	Council Goals	N/A	Timeliness	Other		
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis									

DESCRIPTION: The City's comprehensive Geographic Information System (GIS) Master Plan was completed and approved by ITAC and the City Council in 2006. The Master Plan was intended to define the long-term GIS capital needs.

Internet based GIS software has been operational since 2005 allowing access to the City's GIS network with a web browser. Property information, street, zoning, voting wards, aerial photos, and contours are now available on this public website.

Recent document management innovations added to the City GIS made property development plans and utility records available 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)

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

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Water	Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	0	0	27,500
Sewer	Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,000	0	0	27,500
General	Capital Transfer	3,500	3,500	73,500	3,500	3,500	3,500	3,500	3,000	0	0	97,500
	Total	10,500	10,500	80,500	10,500	10,500	10,500	10,500	9,000	0	0	152,500

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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
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)
	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)
		$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)

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

	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	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	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)
	Water Capital Transfer	3,000	GIS Layer Development. (Water Portion)
		$9,000	2028 Subtotal
	TOTAL	$152,500	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: INFORMATION TECHNOLOGY #302-Enterprise Wide Information Systems Applications

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: All City Departments and Agencies

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Enterprise resource planning - often called ERP, ERP system, or ERP software - is a computer software program that helps organizations manage their accounting systems, procurement processes, human resource and payroll systems, as well as financial reporting. Most ERP systems can be deployed on-premises or in the cloud, in order to improve and automate the core parts of the City's business operations.

The increased use of technology brings with it both challenges and opportunities. Opportunity is created to serve customers and citizens better and more effectively at less costs. Challenges are also created. Customers demand more, better and faster service and information from the City. New citizens, taught and trained on new equipment also seek the means of doing business in the manner they have come accustomed. Old business methods and practices must be reexamined and altered if we are to take full advantage of the possibilities and respond to changing needs. Employees skills need to be altered and upgraded if they are to be ready and involved in the processes that will emerge.

It is estimated that between all the users, the net cost to the General Fund for these applications will be about 70% of the total cost of the project. Other City special revenue funds and enterprise funds will be responsible for about 30% of the cost.

These applications will be comprised of several components. Analysis, comparison and documentation of existing versus appropriate business practices will have to be performed, and implemented. Employees will need to be trained and transitioned into these new methods.

Projected costs include all these expenses for each application.

SERVICE IMPACT: Improved operational and reporting efficiencies will result from utilizing updated ERP software programs. Increased security, less reliance upon paper records and labor intensive business processing practices could result in future cost savings in the long-term.

IMPACT IF NOT FUNDED: The potential of the investments made to date in technologically advanced systems will be underutilized. Continued productivity improvements will be unavailable to reduce costs of operation. Costs of maintaining several outdated and duplicative payroll systems will become increasingly burdensome. The potential for data mismanagement and lost records will persist. Privacy could become compromised thereby presenting liabilities.

PROJECT: INFORMATION TECHNOLOGY #302-Enterprise Wide Information Systems Applications

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Water	Capital Transfer	0	0	0	18,750	0	0	0	0	0	0	18,750
General	Capital Transfer	0	0	0	112,500	0	0	0	0	0	0	112,500
Sewer	Capital Transfer	0	0	0	18,750	0	0	0	0	0	0	18,750
	Total	0	0	0	150,000	0	0	0	0	0	0	150,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Capital Transfer	112,500	Enterprise Scalable Document Management program to integrate with our existing ERP system, as well as integrating all departments shared files for ease of access and transparency.
	Water Capital Transfer	18,750	Water Fund share of above.
	Sewer Capital Transfer	18,750	Sewer Fund share of above.
		$150,000	2024 Subtotal
	TOTAL	$150,000	

2021-2030
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:									
	☐ New	M	Safety	L	Facility Cond.	H	Productivity		
	☑ Replace	L	Mandates	H	Service Def.	N/A	Tax Base Exp.	L	City Master Pl.
	☐ Rebuild	N/A	O + M Costs	L	Council Goals	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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	700,000	0	0	0	700,000
	Total	0	0	0	0	0	0	700,000	0	0	0	700,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	700,000	Portable radio replacement.
		$700,000	2027 Subtotal

PROJECT: FIRE #305-Fire Department Communications Equipment

TOTAL $700,000

2021-2030
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	L	Safety	N/A	Facility Cond.	N/A	Productivity		
☐	Replace	M	Mandates	L	Service Def.	N/A	Tax Base Exp.	L	City Master Pl.
☐	Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness	Water	

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

DESCRIPTION: The Water Master Plan was completed in 3 separate phases during 2006-2010. Part one looked at alternative water sources recommending a source of supply in the Merrimack River. Part two evaluated the existing water treatment facility and looked at future treatment options recommending the refurbishment of the existing treatment facility on Hutchinson Street. Part three reviewed the City's anticipated future distribution and storage needs and made recommendations associated therewith.

The purpose of this projects is to undertake a comprehensive update select portions of the Water Master Plan.

SERVICE IMPACT: Periodic review and updating of the water master plan helps allows the City to adequately plan for future needs of the community, as well as prioritize investments in the water system.

IMPACT IF NOT FUNDED: Inadequate planning for the City's future water needs could result in water shortages, as well as a variety of negative economic development and fiscal impacts to the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 30

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Water	G.O. Bonds	0	0	0	0	0	40,000	0	0	90,000	0	130,000
Water	Capital Transfer	50,000	0	0	0	0	0	0	0	0	0	50,000
	Total	50,000	0	0	0	0	40,000	0	0	90,000	0	180,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Water Capital Transfer	50,000	Update Master Plan Phase 3 (completed in 2010)
		$50,000	2021 Subtotal
2026	Water G.O. Bonds	40,000	Update the Treatment Study portion of Phase 2 of 2016 Master Plan.
		$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	

2021-2030
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:									
	☐ New	M	Safety	L	Facility Cond.	M	Productivity		
	☐ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	L	City Master Pl.
	☑ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness		Public Facilities

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

DESCRIPTION: This provides for the capital improvements for the Combined Operations and Maintenance Facility (COMF) that houses General Services Department, as well as transportation operations for the Concord Union School District.

SERVICE IMPACT: Routine investments will prolong the useful life of the facility thereby reducing long-term operating and repair costs. Investments will also help reduce long-term energy costs, maintain safety for employees, safeguard vehicles and equipment, as well as maintain employee morale.

IMPACT IF NOT FUNDED: The facility will deteriorate and its useful life will be diminished.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	225,000	415,000	90,000	30,000	0	0	100,000	0	0	0	860,000
Sewer	G.O. Bonds	110,000	202,500	45,000	15,000	0	0	50,000	0	0	0	422,500
Water	G.O. Bonds	110,000	202,500	45,000	15,000	0	0	50,000	0	0	0	422,500
	Total	445,000	820,000	180,000	60,000	0	0	200,000	0	0	0	1,705,000

PROJECT: GS-PUBLIC PROPERTIES #323-Combined Operations & Maintenance Facility (COMF) Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	150,000	Replace underground fuel tanks. (Design and Permitting)
	Water G.O. Bonds	75,000	Replace underground fuel tanks. (Design and Permitting)
	Sewer G.O. Bonds	75,000	Replace underground fuel tanks. (Design and Permitting)
	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	35,000	Repair Salt Shed structure. Phase II.
	Sewer G.O. Bonds	20,000	Phased plan to replace one-third of the overhead doors. (17 of the 57) Phase I.
	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	15,000	Repair Salt Shed structure. Phase II.
	Water G.O. Bonds	15,000	Repair Salt Shed structure. Phase II.
		$445,000	2021 Subtotal
2022	General G.O. Bonds	175,000	Replace underground fuel tanks. (Construction)
	General G.O. Bonds	130,000	Replace boiler.
	Sewer G.O. Bonds	87,500	Replace underground fuel tanks. (Construction)
	Water G.O. Bonds	87,500	Replace underground fuel tanks. (Construction)
	Water G.O. Bonds	60,000	Replace boiler.
	Sewer G.O. Bonds	60,000	Replace boiler.
	General G.O. Bonds	50,000	HVAC and Energy Management System upgrades. Original 2007 work performed by Siemens Company. Maintain energy efficiency.
	Sewer G.O. Bonds	25,000	HVAC and Energy Management System upgrades. Original 2007 work performed by Siemens Company. Maintain energy efficiency.
	Water G.O. Bonds	25,000	HVAC and Energy Management System upgrades. Original 2007 work performed by Siemens Company. Maintain energy efficiency.
	Water G.O. Bonds	20,000	Phased plan to replace one-third of the overhead doors. (20 of the 57) Phase II.
	General G.O. Bonds	20,000	Replace original ceiling tiles throughout the facility. (Circa 1992 original materials)
	Sewer G.O. Bonds	20,000	Phased plan to replace one-third of the overhead doors. (20 of the 57) Phase II.

PROJECT: GS-PUBLIC PROPERTIES #323-Combined Operations & Maintenance Facility (COMF) Improvements

	Water G.O. Bonds	10,000	Replace original ceiling tiles throughout the facility. (Circa 1992 original materials)
	Sewer G.O. Bonds	10,000	Replace original ceiling tiles throughout the facility. (Circa 1992 original materials)
	General G.O. Bonds	40,000	Phased plan to replace one-third of the overhead doors. (20 of the 57) Phase II.
		$820,000	2022 Subtotal
2023	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.
	Water G.O. Bonds	25,000	Pavement rehabilitation.
	Sewer G.O. Bonds	25,000	Pavement rehabilitation.
	Sewer G.O. Bonds	20,000	Last phase of a plan to replace overhead doors (20 of 57) Phase III.
	Water G.O. Bonds	20,000	Last phase of a plan to replace overhead doors (20 of 57) Phase III.
		$180,000	2023 Subtotal
2024	General G.O. Bonds	30,000	Crack seal and seal coat existing pavement.
	Water G.O. Bonds	15,000	Crack seal and seal coat existing pavement.
	Sewer G.O. Bonds	15,000	Crack seal and seal coat existing pavement.
		$60,000	2024 Subtotal
2027	General G.O. Bonds	100,000	Refurbish HVAC system and controls.
	Sewer G.O. Bonds	50,000	Refurbish HVAC system and controls.
	Water G.O. Bonds	50,000	Refurbish HVAC system and controls.
		$200,000	2027 Subtotal
	TOTAL	$1,705,000	

2021-2030
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 SERVED:

☐	New	H	Safety	N/A	Facility Cond.	H	Productivity		
☑	Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.
☐	Rebuild	H	O + M Costs	N/A	Council Goals	H	Timeliness		

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

DESCRIPTION: Systematic replacement of thermal imaging cameras for front line fire apparatus.

SERVICE IMPACT: Thermal imaging cameras are an important tool in fire fighting. They can assist in locating people and animals in burning buildings, as well as help locate hidden fire smoldering within building cavities, thereby helping to expedite emergency response efforts, as well as reduce un-necessary risk to personnel and damage to private property.

IMPACT IF NOT FUNDED: Increased life safety risk and inability to overhaul efficiently.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Capital Transfer	0	35,000	0	0	0	0	0	0	0	0	35,000
General	G.O. Bonds	0	0	0	0	45,000	0	0	0	0	60,000	105,000
	Total	0	35,000	0	0	45,000	0	0	0	0	60,000	140,000

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	2022 Subtotal
2025	General	G.O. Bonds	45,000	Systematic Replacement of Thermal Imaging Cameras.
			$45,000	2025 Subtotal
2030	General	G.O. Bonds	60,000	Systematic replacement of thermal imaging cameras. Anticipated to replace cameras purchased in FY2022.
			$60,000	2030 Subtotal
	TOTAL		$140,000	

2021-2030
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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Water	G.O. Bonds	0	0	0	0	0	0	0	150,000	0	0	150,000
	Total	0	0	0	0	0	0	0	150,000	0	0	150,000

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 in accordance with Wright Pierce Engineers assessment and recommendations.
		$150,000	2028 Subtotal
	TOTAL	$150,000	

2021-2030
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 SERVED:										
	☐ New	L	Safety	L	Facility Cond.	N/A	Productivity			
	☐ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.	
	☑ Rebuild	N/A	O + M Costs	N/A	Council Goals	H	Timeliness			
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis									

DESCRIPTION: The purpose of this project is to establish a schedule of capital investments for the City's water tanks and related systems. The City has 5 water tanks, as follows:
Ed Young Tank on Penacook Street
Primrose Tank in Penacook
East Concord Tank off Portsmouth Street
Snow Pond Tank off Snow Pond 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)

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

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Water	G.O. Bonds	0	0	50,000	75,000	40,000	50,000	55,000	55,000	80,000	0	405,000
	Total	0	0	50,000	75,000	40,000	50,000	55,000	55,000	80,000	0	405,000

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	50,000	Cleaning, crack sealing, and painting. (Ed Young Tank)
		$50,000	2026 Subtotal
2027	Water G.O. Bonds	55,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (Primrose Tank)
		$55,000	2027 Subtotal
2028	Water G.O. Bonds	55,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (West End)
		$55,000	2028 Subtotal
2029	Water G.O. Bonds	80,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (East Concord Tank)
		$80,000	2029 Subtotal
	TOTAL	$405,000	

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

2021-2030
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:									
	☐ New	L	Safety	M	Facility Cond.	N/A	Productivity		
	☑ Replace	L	Mandates	M	Service Def.	N/A	Tax Base Exp.	M	City Master Pl.
	☑ Rebuild	L	O + M Costs	M	Council Goals	N/A	Timeliness	Parks	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: In 2005, the City completed a comprehensive Master Plan for Garrison Park. The purpose of the plan was to identify and prioritize short and long-term improvements for the facility.

SERVICE IMPACT: Proposed improvements will promote the use and enjoyment of the City's parks while ensuring efficiency in expenditure and the greatest return on investment.

IMPACT IF NOT FUNDED: Existing facilities will continue to deteriorate, and facility expansion potential will not be realized. 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	60,000	150,000	200,000	0	0	0	410,000
	Total	0	0	0	0	60,000	150,000	200,000	0	0	0	410,000

PROJECT: REC-GROUNDS #358-Garrison Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	60,000	Crack seal, colorize, and stripe basketball courts. Replace standards, replace backboards with acrylic backboards.
		$60,000	2025 Subtotal
2026	General G.O. Bonds	150,000	Replace playground equipment with poured in place safety surfacing.
		$150,000	2026 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	$410,000	

2021-2030
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:									
	☐ New	L	Safety	M	Facility Cond.	N/A	Productivity		
	☑ Replace	L	Mandates	M	Service Def.	N/A	Tax Base Exp.	M	City Master Pl.
	☑ Rebuild	L	O + M Costs	M	Council Goals	N/A	Timeliness	Parks	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: In 2005, the City completed a comprehensive Master Plan for Merrill Park. The purpose of the plan was to identify and prioritize short and long-term improvements for the facility.

SERVICE IMPACT: Proposed improvements will promote the use and enjoyment of the City's parks while ensuring efficiency in expenditure and the greatest return on investment.

IMPACT IF NOT FUNDED: Existing facilities will continue to deteriorate, and facility expansion potential will not be realized. 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	225,000	30,000	0	100,000	120,000	0	475,000
	Total	0	0	0	0	225,000	30,000	0	100,000	120,000	0	475,000

PROJECT: REC-GROUNDS #359-Merrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	150,000	Replace playground equipment and install poured in place safety surfacing.
	General G.O. Bonds	75,000	Install exercise equipment with poured in place safety surfacing
		$225,000	2025 Subtotal
2026	General G.O. Bonds	30,000	Crack seal, colorize and stripe three (3) tennis courts.
		$30,000	2026 Subtotal
2028	General G.O. Bonds	100,000	Dredge pond and repair small dam at east side of pond..
		$100,000	2028 Subtotal
2029	General G.O. Bonds	120,000	Construct pedestrian access bridge over Mill Brook per Merrill Park Master Plan. (CDD-Engineering)
		$120,000	2029 Subtotal
	TOTAL	$475,000	

2021-2030
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:									
	☑ New	L	Safety	M	Facility Cond.	N/A	Productivity		
	☐ Replace	L	Mandates	M	Service Def.	N/A	Tax Base Exp.	M	City Master Pl.
	☐ Rebuild	L	O + M Costs	M	Council Goals	N/A	Timeliness	Parks	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: Kimball Park was the focus of an intensive planning and design effort undertaken with Groundwork Concord, Inc. (now defunct) to guide future capital investments and maintenance activities. 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 opportunities to expand recreational capacity will not be realized. Future City investments will not occur in a coordinated manner, thereby potentially 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	10,000	0	0	0	0	265,000	70,000	345,000
	Total	0	0	0	10,000	0	0	0	0	265,000	70,000	345,000

PROJECT: REC-GROUNDS #360-Kimball Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	10,000	Crack seal, colorize, and stripe one basketball court.
		$10,000	2024 Subtotal
2029	General G.O. Bonds	190,000	Playground equipment replacement with some poured in place safety surfacing.
	General G.O. Bonds	75,000	Install exercise equipment with poured in place safety surfacing.
		$265,000	2029 Subtotal
2030	General G.O. Bonds	70,000	Replace perimeter fencing.
		$70,000	2030 Subtotal
	TOTAL	$345,000	

2021-2030
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:									
	☐ New	L	Safety	N/A	Facility Cond.	L	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: 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 completed 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	175,000	175,000	0	0	0	0	80,000	0	0	0	430,000
Parking	G.O. Bonds	35,000	0	0	0	0	0	0	0	0	0	35,000
	Total	210,000	175,000	0	0	0	0	80,000	0	0	0	465,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Parking G.O. Bonds	35,000	Replacement of 10 Parking Division portable radios.
	General G.O. Bonds	175,000	Phase 1of 2 - Replacement of 50 Police Department portable radios.
		$210,000	2021 Subtotal
2022	General G.O. Bonds	175,000	Phase 2 of 2 - Replacement of 50 Police Department 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	$465,000	

2021-2030
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	H	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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	75,000	0	0	0	0	80,000	0	0	0	0	155,000
	Total	75,000	0	0	0	0	80,000	0	0	0	0	155,000

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 all ballistic 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	

2021-2030
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:										
	☐ New	L	Safety	M	Facility Cond.	H	Productivity			
	☑ Replace	L	Mandates	H	Service Def.		Tax Base Exp.	L	City Master Pl.	
	☑ Rebuild	M	O + M Costs	N/A	Council Goals	M	Timeliness	Water		
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis									

DESCRIPTION: 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)

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

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Water	G.O. Bonds	0	0	180,000	0	1,020,000	0	0	0	0	0	1,200,000
	Total	0	0	180,000	0	1,020,000	0	0	0	0	0	1,200,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Water G.O. Bonds	100,000	Design - booster station north east of Portsmouth Street per Phase III of the Water Master Plan.
	Water G.O. Bonds	80,000	Land acquisition - booster station north east of Portsmouth Street per Phase III of the Water Master Plan.
		$180,000	2023 Subtotal
2025	Water G.O. Bonds	1,020,000	Construction - booster station north east of Portsmouth Street per Phase III of the Water Master Plan.
		$1,020,000	2025 Subtotal
	TOTAL	$1,200,000	

2021-2030
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 watercraft 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	30,000	0	0	0	0	0	0	40,000	70,000
General	Capital Transfer	0	0	0	0	0	30,000	0	0	0	0	30,000
	Total	0	0	30,000	0	0	30,000	0	0	0	40,000	100,000

PROJECT: FIRE #375-Fire Department Boats

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2023	General	G.O. Bonds	30,000	Systematic replacement of fire department boats.
			$30,000	2023 Subtotal
2026	General	Capital Transfer	30,000	Replace Boat 7. (2010)
			$30,000	2026 Subtotal
2030	General	G.O. Bonds	40,000	Systematic replacement of fire department boats.
			$40,000	2030 Subtotal
	TOTAL		$100,000	

2021-2030
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:									
	☐ New	H	Safety	H	Facility Cond.	H	Productivity		
	☑ Replace	H	Mandates	H	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.
	☐ Rebuild	M	O + M Costs	M	Council Goals	H	Timeliness		
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: This project provides funding for the systematic replacement of fire hose and equipment carried on apparatus.

SERVICE IMPACT: Project is intended to fund equipment purchases to replace aging equipment during the equipping of new apparatus placed in service.

IMPACT IF NOT FUNDED: Inability to effectively outfit fire engines with required hose and associated equipment could compromise public safety.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Capital Transfer	0	0	25,000	30,000	0	30,000	0	0	0	0	85,000
General	G.O. Bonds	110,000	0	0	0	0	0	0	35,000	0	80,000	225,000
	Total	110,000	0	25,000	30,000	0	30,000	0	35,000	0	80,000	310,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2021	General	G.O. Bonds	110,000	Extrication equipment replacement. Includes replacement of heavy lift air bags and 1 "jaws of life" tool.
			$110,000	2021 Subtotal
2023	General	Capital Transfer	25,000	Systematic replacement of fire hose and equipment.
			$25,000	2023 Subtotal
2024	General	Capital Transfer	30,000	Systematic replacement of fire hose and equipment.
			$30,000	2024 Subtotal
2026	General	Capital Transfer	30,000	Systematic replacement of fire hose and equipment.
			$30,000	2026 Subtotal
2028	General	G.O. Bonds	35,000	Systematic replacement of fire hose and equipment.
			$35,000	2028 Subtotal
2030	General	G.O. Bonds	80,000	Extrication equipment replacement.
			$80,000	2030 Subtotal
	TOTAL		$310,000	

2021-2030
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	H	Safety	N/A	Facility Cond.	H	Productivity		
☐	Replace	N/A	Mandates	M	Service Def.	N/A	Tax Base Exp.	L	City Master Pl.
☐	Rebuild	L	O + M Costs	N/A	Council Goals	M	Timeliness		Targeted Neighborhoods

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

DESCRIPTION: The purpose of this project is to implement pedestrian safety improvements throughout the City in order to improve the livability of neighborhoods, reduce traffic speeds, as well as enhance pedestrian and vehicular safety.

SERVICE IMPACT: Pedestrian safety improvements will reduce speeds on neighborhood streets, thereby resulting in improved public safety and less demand upon the Concord Police Department for traffic enforcement.

IMPACT IF NOT FUNDED: Continued community concern about neighborhood traffic speeds and pedestrian safety. Heightened demand for police speed enforcement.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Donations	0	25,000	0	0	0	0	0	0	0	0	25,000
General	G.O. Bonds	0	40,000	0	0	0	0	0	0	0	0	40,000
	Total	0	65,000	0	0	0	0	0	0	0	0	65,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2022	General	G.O. Bonds	40,000	Design and construction of pedestrian safety improvements along Allen Street to be coordinated with Merrimack Valley High School.
	General	Donations	25,000	School District share.
			$65,000	2022 Subtotal
	TOTAL		$65,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Solid Waste Management

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to serve as a placeholder concerning the closure and stewardship of the 10 +/- former landfills within the City. As part of this project, the City shall address environmental and regulatory issues, as well as examine the feasibility of converting some facilities into public recreational resources in order to improve quality of life.

Each site is unique and, therefore, the management approach for each facility is different. However, all sites are registered, characterized, and remediated in accordance with state and federal regulations.

When specifically directed by the City Council, opportunities for recreational re-use of these facilities shall be evaluated on a case by case basis in conjunction with regulatory agencies in order to properly guide the design and implementation of closure / remedial action plans.

SERVICE IMPACT: By proactively addressing this issue the City will its liability exposure and provide opportunities to potentially develop additional community open space and other recreation resources.

IMPACT IF NOT FUNDED: Environmental liability exposure.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 30

Expected Bond Term (in Years)

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

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	8,120,000	0	0	0	8,120,000
	Total	0	0	0	0	0	0	8,120,000	0	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	

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

I. PROJECT TYPE: Airport

II. LOCATION: Airport Road

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

☑	New	M	Safety	H	Facility Cond.	M	Productivity		
☑	Replace	H	Mandates	H	Service Def.	M	Tax Base Exp.	M	City Master Pl.
☐	Rebuild	L	O + M Costs	H	Council Goals	M	Timeliness	Airport	

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

DESCRIPTION: This project entails the construction of a new Terminal building to serve Concord Airport as recommended by the 2006 Airport Master Plan.

The current Airport terminal building was constructed in 1938 and later renovated in 1961. Due to its age, the terminal is plagued with a variety of significant building code violations, structural deficiencies, and inadequate security measures. The age and configuration of the terminal also make it extremely difficult to make the building compliant with the 1990 Americans with Disabilities Act (ADA) without major renovations at significant cost. These issues render much of the terminal building unusable.

Because of the growing importance of the airport, as well as the obsolete condition of the current terminal, the Master Plan strongly recommended the construction of a new 9,000 SF terminal building with expanded parking facilities in the general vicinity of the existing terminal building. The estimated cost of the project is $2,732,800 (2006 dollars). This cost was comparable to those estimated to renovate the existing building, thereby making new construction very attractive.

An economic impact analysis completed by the City as part of the 2006 Airport Master Plan revealed that Concord Airport contributes $7.2 million dollars to the local economy in the form of direct, indirect, and induced impacts. The same study also estimated that the Airport supports nearly 1,700 jobs throughout the region. Construction of a new terminal building will help expand use of the Airport, and therefore further bolster the local and regional economy.

SERVICE IMPACT: To prevent further deterioration of facility, operation and safety concerns, continued deficiencies based on projected demand and capacity.

IMPACT IF NOT FUNDED: Inability to grow air traffic at the airport thereby resulting in stagnant revenues and persisting code compliance / life-safety concerns with the current facility.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1997 PREVIOUS AMOUNT:

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

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

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Airport	G.O. Bonds	0	0	0	0	0	1,729,850	0	0	0	0	1,729,850
Other	Federal	0	0	0	207,000	0	543,000	0	0	0	0	750,000
Other	State	0	0	0	10,350	0	27,150	0	0	0	0	37,500
Airport	Capital Outlay	0	0	0	12,650	0	0	0	0	0	0	12,650
	Total	0	0	0	230,000	0	2,300,000	0	0	0	0	2,530,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Other Federal	207,000	Design and permitting for new terminal building as recommended by the 2006 Airport Master Plan.
	Airport Capital Outlay	12,650	City's share.
	Other State	10,350	State's share.
		$230,000	2024 Subtotal
2026	Airport G.O. Bonds	1,729,850	City's share.
	Other Federal	543,000	Construct new terminal. Federal share.
	Other State	27,150	State share.
		$2,300,000	2026 Subtotal
	TOTAL	$2,530,000	

2021-2030
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:										
	☐ New	L	Safety	N/A	Facility Cond.	N/A	Productivity			
	☑ Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.	
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	N/A	Timeliness		Motor Vehicle Equipment	

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

DESCRIPTION: This project provides funding for routine replacement of Parking Division vehicles.

SERVICE IMPACT: Routine replacement ensures that the Division will have reliable vehicles for enforcement efforts, as well as maintenance of parking meters and kiosk pay stations.

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Parking	G.O. Bonds	0	45,000	0	0	0	0	55,000	0	55,000	0	155,000
	Total	0	45,000	0	0	0	0	55,000	0	55,000	0	155,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	Parking G.O. Bonds	45,000	Replace Parking Enforcement Mobile Unit (Jeep).
		$45,000	2022 Subtotal

PROJECT: POLICE - OPERATIONS #403-Parking Division Vehicle Replacement Program

2027	Parking	G.O. Bonds	55,000	Replace Meter Tech Vehicle (FY 2020).
			$55,000	2027 Subtotal
2029	Parking	G.O. Bonds	55,000	Replace mobile unit Jeep (FY 2022).
			$55,000	2029 Subtotal
	TOTAL		$155,000	

2021-2030
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:

☐	New	N/A	Safety	M	Facility Cond.	M	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	Sewer	

☐ 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Sewer	Capital Transfer	0	0	0	0	0	0	20,000	0	0	0	20,000
Sewer	G.O. Bonds	0	80,000	0	0	0	0	0	0	0	0	80,000
	Total	0	80,000	0	0	0	0	20,000	0	0	0	100,000

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	

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:									
	☐ New	H	Safety	M	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	H	Timeliness	Parking	

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

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the North State Street Parking Garage (formerly known as the Firehouse Block Parking Garage).

SERVICE IMPACT: Routine investment by the City will ensure the facility's long-term viability (both structurally and economically), improve safety and convenience for users, as well as support economic development efforts in downtown.

IMPACT IF NOT FUNDED: Deferred maintenance could render all, or a portion, of the 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Parking	G.O. Bonds	350,000*	3,310,000	0	0	75,000	0	0	750,000	0	100,000	4,585,000
	Total	350,000	3,310,000	0	0	75,000	0	0	750,000	0	100,000	4,585,000

PROJECT: CITY MANAGER /OPERATION #432-North State Street Parking Garage (Formerly Firehouse Block)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Parking G.O. Bonds	350,000	Design comprehensive structural repairs and renovations, including concrete repairs, waterproofing, as well as repair / replacement of electrical systems, drainage systems, lighting, and fire standpipes.
		$350,000	2021 Subtotal
2022	Parking G.O. Bonds	3,310,000	Construct comprehensive structural repairs and renovations, including concrete repairs, waterproofing, as well as repair / replacement of electrical systems, drainage systems, lighting, and fire standpipes.
		$3,310,000	2022 Subtotal
2025	Parking G.O. Bonds	75,000	Replace security cameras installed in FY2020.
		$75,000	2025 Subtotal
2028	Parking G.O. Bonds	750,000	5 Year refresh after FY2021-2023 $3.6 million renovation project is completed. Scope includes as needed work associated with waterproofing, membranes, sealants, concrete repairs, etc.
		$750,000	2028 Subtotal
2030	Parking G.O. Bonds	100,000	Replace security cameras installed in FY2025.
		$100,000	2030 Subtotal
	TOTAL	$4,585,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CITY MANAGER /OPERATION #433-School Street Parking Garage (Formerly Durgin Block)

I. PROJECT TYPE: Parking

II. LOCATION: 17 School Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:									
	☐ New	H	Safety	M	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	H	Timeliness	Parking	

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

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the School Street Parking Garage (formerly know as the Durgin Block Parking Garage).

SERVICE IMPACT: Routine investment by the City will ensure the facility's long-term viability (both structurally and economically), improve safety and convenience for users, as well as support economic development efforts in downtown.

IMPACT IF NOT FUNDED: Deferred maintenance could render all, or a portion, of the 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Parking	G.O. Bonds	0	0	0	0	600,000	0	0	0	0	2,100,000	2,700,000
	Total	0	0	0	0	600,000	0	0	0	0	2,100,000	2,700,000

PROJECT: CITY MANAGER /OPERATION #433-School Street Parking Garage (Formerly Durgin Block)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Parking G.O. Bonds	500,000	5 Year maintenance and repairs. Intended to be completed approximately 5 years after FY18-20 renovations. Scope includes as needed repair or replacement of waterproofing / sealants / membranes, touchup paint the structural steel frame, replacement of security cameras installed in FY2020, as well as design services, construction oversight, and contingency.
	Parking G.O. Bonds	50,000	Mill and repave service alley located on the west side of the garage.
	Parking G.O. Bonds	50,000	Mill and repave parking lot on south side of garage.
		$600,000	2025 Subtotal
2030	Parking G.O. Bonds	2,100,000	10 Year maintenance and repairs following completion of FY2018-2020 $5.8M repair and renovation project. Scope includes concrete repairs and maintenance, waterproofing repairs and maintenance, touchup paint steel frame), electrical system improvements, plumbing repairs / improvements, lighting improvements, pavement markings, replacement of surveillance system, façade masonry repairs, as well as design services, construction oversight, and contingency.
		$2,100,000	2030 Subtotal
	TOTAL	$2,700,000	

2021-2030
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:									
	☐ New	H	Safety	M	Facility Cond.	L	Productivity		
	☐ Replace	L	Mandates	H	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
	☑ Rebuild	L	O + M Costs	N/A	Council Goals	H	Timeliness	Other	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
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	0	125,000	45,000	0	0	170,000
	Total	0	0	0	0	0	0	125,000	55,000	10,000	0	190,000

PROJECT: GS-SOLID WASTE #447-Landfill Soil Vapor Extraction Systems

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2027	Solid Waste	G.O. Bonds	125,000	Old Turnpike Landfill blower building and associated equipment replacement. Original equipment 1995.
			$125,000	2027 Subtotal
2028	Solid Waste	G.O. Bonds	45,000	Old Suncook Landfill blower system replacement.
	Solid Waste	Capital Transfer	10,000	Rehabilitation of gas collection system and wells at Old Suncook Landfill.
			$55,000	2028 Subtotal
2029	Solid Waste	Capital Transfer	10,000	Rehabilitation of gas collection system and wells at Old Turnpike Landfill.
			$10,000	2029 Subtotal
	TOTAL		$190,000	

2021-2030
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	L	Safety		Facility Cond.		Productivity		
☐	Replace		Mandates		Service Def.		Tax Base Exp.		City Master Pl.
☐	Rebuild	M	O + M Costs		Council Goals		Timeliness	Water	
☐	Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: The purpose of this project is to provide funding for leak detection equipment known as "data loggers" for the City's potable water system. Data loggers are placed on water main valves for a period of time to record the sound of the water flowing through the pipe. The data is then uploaded to into a computer. The accompanying software can make a distinction between water flowing within a compromised water main versus an intact pipe.

SERVICE IMPACT: This project will help the City maintain the water system so as it operates as efficiently as possible by reducing water loss and waste.

IMPACT IF NOT FUNDED: If not funded, water leaks in compromised pipes will remain undetected, resulting in a less efficient water system and waste associated with lost water. Also unrepaired leaks present opportunity for potential contamination of the potable water system.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 5 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Water	G.O. Bonds	10,000	0	0	0	0	10,000	0	0	0	0	20,000
	Total	10,000	0	0	0	0	10,000	0	0	0	0	20,000

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	

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

DESCRIPTION: The purpose of this project is to provide funding for maintenance and repair of the Penacook Waste Water Treatment Plant.

The plant has been in operation since 1974. Major upgrades were completed in 2005. The projects described herein are a series of improvements, upgrades and refurbishments of existing infrastructure.

SERVICE IMPACT: Provides planned upgrade and renovation of existing infrastructure to provide short-term and long-term reliability, as well as to bring the facility into compliance with various codes and regulations, which have been enacted since the facility was first put into service.

IMPACT IF NOT FUNDED: Potential for increased operating and maintenance costs over time; increased potential for costly emergency repairs; potential for citations or fines for failure to meet life safety or building code deficiencies.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Sewer	Capital Transfer	0	0	0	0	0	0	0	15,000	0	0	15,000
Sewer	G.O. Bonds	55,000	100,000	500,000	160,000	775,000	350,000	2,100,000	175,000	525,000	450,000	5,190,000
	Total	55,000	100,000	500,000	160,000	775,000	350,000	2,100,000	190,000	525,000	450,000	5,205,000

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Sewer G.O. Bonds	55,000	Security fence line clearing and repairs.
		$55,000	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	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).
	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

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

2028	Sewer	G.O. Bonds	150,000	Effluent disinfection system replacement.
	Sewer	G.O. Bonds	25,000	Motive Pump #1 rebuild.
	Sewer	Capital Transfer	15,000	Replacement of electric access gate.
			$190,000	2028 Subtotal
2029	Sewer	G.O. Bonds	500,000	Aeration blowers replacement.
	Sewer	G.O. Bonds	25,000	Motive Pump #2 rebuild
			$525,000	2029 Subtotal
2030	Sewer	G.O. Bonds	450,000	Waste Tank refurbishment
			$450,000	2030 Subtotal
	TOTAL		$5,205,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #468-Reconstruct Taxiway A & Itinerant Ramp

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

☑	New	H	Safety	M	Facility Cond.	L	Productivity		
☐	Replace	H	Mandates	H	Service Def.	H	Tax Base Exp.	H	City Master Pl.
☑	Rebuild	L	O + M Costs	N/A	Council Goals	H	Timeliness	Airport	

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

DESCRIPTION: The purpose of this project is to reconstruct Taxiway A in order to support continued operation of Runway 17/35, as well as construct a Itinerant Ramp to accommodate larger aircraft as recommended in the 2006 Airport Master Plan.

In 2004, Runway 12/30 was reconstructed and reduced in width from 150 feet to 75 feet to comply with current FAA regulations. As a result, large corporate aircrafts (such as DC 9's and Boeing 727's) can no longer taxi on the narrower runway.

SERVICE IMPACT: Project will improve safety for aircraft during take off and landing cycles, as well as help reduce maintenance expenses. Improvements will also help the airport accommodate larger corporate aircraft (a key goal of the 2006 Airport Master Plan).

IMPACT IF NOT FUNDED: Existing safety concerns regarding aircraft back taxiing on the active runway will persist, thereby potentially jeopardizing future Federal grant funds for airport improvements. In addition, the airport will not be able to easily accommodate larger corporate aircraft, thus hindering economic development goals.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Other	Federal	0	0	0	0	0	150,000	1,000,000	0	0	0	1,150,000
Other	State	0	0	0	0	0	8,334	55,556	0	0	0	63,890
Airport	Capital Transfer	0	0	0	0	0	8,334	8,556	0	0	0	16,890
	Total	0	0	0	0	0	166,668	1,064,112	0	0	0	1,230,780

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	

2021-2030
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	L	Safety	L	Facility Cond.	M	Productivity		
	☑ Replace	M	Mandates	M	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	L	O + M Costs	L	Council Goals	M	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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Airport	Capital Transfer	0	0	0	0	0	0	0	27,778	0	0	27,778
Other	Federal	0	0	0	0	0	0	0	500,000	0	0	500,000
Other	State	0	0	0	0	0	0	0	27,778	0	0	27,778
	Total	0	0	0	0	0	0	0	555,556	0	0	555,556

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	

2021-2030
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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Capital Transfer	0	30,000	35,000	0	24,000	0	0	0	0	0	89,000
	Total	0	30,000	35,000	0	24,000	0	0	0	0	0	89,000

PROJECT: LIBRARY #477-Library Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2022	General	Capital Transfer	30,000	Replace Library gate equipment.
			$30,000	2022 Subtotal
2023	General	Capital Transfer	25,000	Replace main floor service desk.
	General	Capital Transfer	10,000	Purchase e-commerce kiosk and 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	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-WATER #482-Water System Asset Management

I. PROJECT TYPE: Water Treatment

II. LOCATION: Various City locations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The City's Water Master Plan recommended that the City establish a comprehensive asset management program.

An Asset Management Program, within the context of the water system, entails the combination of management, financial, economic, engineering, and other practices as applied to the water system's physical assets with the objective of providing the required level of service in the most cost-effective manner. Asset Management includes the management of the entire lifecycle of the infrastructure assets, including design, construction, commissioning, operating, maintaining, repairing, modifying, replacing and decommissioning/disposal of infrastructure at the end of its useful life.

This effort shall include an analysis by outside experts to help a city steering committee define the program scope and resource requirements. This effort shall also include a "gap analysis", which is a business assessment tool that enables organizations to compare actual performance with its potential performance, as compared to similar top performing organizations.

SERVICE IMPACT: Compliance with GASB 34. Benefits include helping management to document a baseline reference point to measure improvement and guide short term and long term recommendations including multi year budget estimates.

IMPACT IF NOT FUNDED: Lack of data for informed long-term planning could result in wasteful spending.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

PROJECT: GS-WATER #482-Water System Asset Management

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Water	G.O. Bonds	0	0	0	0	90,000	0	0	0	0	0	90,000
	Total	0	0	0	0	90,000	0	0	0	0	0	90,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water G.O. Bonds	90,000	Implementation of an asset management strategy. Acquisition of equipment and software.
		$90,000	2025 Subtotal
	TOTAL	$90,000	

2021-2030
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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	50,000	0	100,000	0	0	0	0	0	0	0	150,000
	Total	50,000	0	100,000	0	0	0	0	0	0	0	150,000

PROJECT: POLICE - OPERATIONS #484-Police Station Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	50,000	Departmental space needs assessment, as well as structural capacity assessment for future expansion/remodeling.
		$50,000	2021 Subtotal
2023	General G.O. Bonds	100,000	Repairs and upgrades to the third floor to include ceiling grid tiles, LED lighting, HVAC adjustments, carpet, and paint. Renovations to the Computer Crimes Unit to include countertops, cabinets, static resistant flooring, and paint.
		$100,000	2023 Subtotal
	TOTAL	$150,000	

2021-2030
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:									
	☑ New	H	Safety	L	Facility Cond.	L	Productivity		
	☐ Replace	H	Mandates	L	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	L	O + M Costs	L	Council Goals	N/A	Timeliness	Airport	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: The 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)

PROJECT: CD-ENGINEERING SERVICES #492-Runway Protection Zone (RPZ) Obstruction Removal

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Airport	Capital Transfer	0	0	0	0	0	0	11,400	11,400	0	0	22,800
Other	Federal	0	0	0	0	0	0	205,200	205,200	0	0	410,400
Other	State	0	0	0	0	0	0	11,400	11,400	0	0	22,800
	Total	0	0	0	0	0	0	228,000	228,000	0	0	456,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Other Federal	205,200	Design aviation easement and runway obstruction removal (RPZ and Greeley Street). Federal share.
	Other State	11,400	Design aviation easement and runway obstruction removal (RPZ and Greeley Street). State share.
	Airport Capital Transfer	11,400	Design aviation easement and runway obstruction removal (RPZ and Greeley Street). City share
		$228,000	2027 Subtotal
2028	Other Federal	205,200	Airport obstruction removal (RPZ ad Greeley Street). Federal share.
	Airport Capital Transfer	11,400	Airport obstruction removal (RPZ ad Greeley Street). City share.
	Other State	11,400	Airport obstruction removal (RPZ ad Greeley Street). State share.
		$228,000	2028 Subtotal
	TOTAL	$456,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #502-Whitney Road Extension

I. PROJECT TYPE: Streets New Construction

II. LOCATION: Roadway extension southerly of existing Whitney Road terminus to Sewalls Falls Road.

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:									
	☑ New	N/A	Safety	N/A	Facility Cond.	N/A	Productivity		
	☐ Replace	N/A	Mandates	L	Service Def.	M	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	M	O + M Costs	M	Council Goals	L	Timeliness		Corridor Improvements

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

DESCRIPTION: The purpose of this project is to extent Whitney Road southerly from its current terminus near the Penacook Waste to Energy Plant to Sewalls Falls Road 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)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	3,000,000	0	0	0	0	0	3,000,000
Sewer	G.O. Bonds	0	0	0	0	525,000	0	0	0	0	0	525,000
	Total	0	0	0	0	3,525,000	0	0	0	0	0	3,525,000

PROJECT: CD-ENGINEERING SERVICES #502-Whitney Road Extension

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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.
		$3,525,000	2025 Subtotal
	TOTAL	$3,525,000	

2021-2030
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:									
	☐ New	L	Safety	M	Facility Cond.	M	Productivity		
	☐ Replace	N/A	Mandates	M	Service Def.	N/A	Tax Base Exp.	M	City Master Pl.
	☑ Rebuild	M	O + M Costs	M	Council Goals	L	Timeliness		Corridor Improvements

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

DESCRIPTION: The purpose of this project is to 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	160,000	1,150,000	1,310,000
	Total	0	0	0	0	0	0	0	0	160,000	1,150,000	1,310,000

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
2030	General G.O. Bonds	1,150,000	Construction 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. Street Corridor Improvements = $525,000 Traffic Signals @ Pillsbury Street = $200,000 Realignment of South State Street (no right-of-way costs) = $125,000 Un-signalized Intersections @ Allison Street, Gas Street, and Langdon Avenue = $300,000
		$1,150,000	2030 Subtotal
	TOTAL	$1,310,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #514-Airport Parking Lot Improvements

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The FY2006 Master Plan recommends expanding the additional public parking area at the airport terminal in order to accommodate the increased parking demand during peak activities at the airport. An additional 700 vehicles park at the airport during the NASCAR race week. Parking inside of the secure airport is a safety concern due to the potential for runway incursions.

SERVICE IMPACT: Expanding the existing parking area allows the City some flexibility, enabling them to use that area for some other revenue producing use in the future.

IMPACT IF NOT FUNDED: Continued demand for parking during peak airport activities. Airport operations safety concerns.

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Airport	G.O. Bonds	0	0	0	0	0	0	0	0	0	320,000	320,000
	Total	0	0	0	0	0	0	0	0	0	320,000	320,000

PROJECT: CD-ENGINEERING SERVICES #514-Airport Parking Lot Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	Airport G.O. Bonds	160,000	Expand and redesign the existing automobile parking lot and entrance roadway in front of the terminal building per the Master Plan.
	Airport G.O. Bonds	160,000	Create turf parking lot for overflow for automobile rental and fan parking per the 2006 Airport Master Plan.
		$320,000	2030 Subtotal
	TOTAL	$320,000	

2021-2030
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:									
	☑ New	N/A	Safety	M	Facility Cond.	M	Productivity		
	☐ Replace	N/A	Mandates	M	Service Def.	L	Tax Base Exp.	L	City Master Pl.
	☐ Rebuild	L	O + M Costs	N/A	Council Goals	L	Timeliness		
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: The purpose of this project is to facilitate implementation of winter recreational activities at the Beaver Meadow Golf Course 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Impact Fees Rec Dist 1	0	0	0	0	0	0	0	25,000	0	0	25,000
	Total	0	0	0	0	0	0	0	25,000	0	0	25,000

PROJECT: REC-GROUNDS #515-Golf Course Winter Recreation Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General Impact Fees Rec Dist 1	25,000	Purchase recreational equipment; cross country skies and boots and skates for rental.
		$25,000	2028 Subtotal
	TOTAL	$25,000	

2021-2030
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:									
	☐ New	H	Safety	M	Facility Cond.	M	Productivity		
	☑ Replace	H	Mandates	H	Service Def.	N/A	Tax Base Exp.	L	City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness		

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

DESCRIPTION: This project is intended to provide funding for major maintenance or repair work on the City's bridges and dams as mandated by NH Department of Transportation, NH Department of Environmental Services, Federal Highway Administration, but not full reconstruction.

As of April 2015, the City owned and maintained 20 bridges and 14 dams.

SERVICE IMPACT: Maintain structural integrity and repair of the City's bridge and dam inventory with no change in regular maintenance costs.

IMPACT IF NOT FUNDED: Continued deterioration of major bridge and dam components resulting in increased maintenance costs and potential for restricted use (load limits and safety violations).

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2010 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	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	100,000	0	0	0	0	0	0	325,000
	Total	75,000	325,000	75,000	100,000	0	0	0	0	0	0	575,000

PROJECT: CD-ENGINEERING SERVICES #518-Bridge and Dam Maintenance / Repairs

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General Highway Reserve	75,000	Pressure wash and seal three municipal bridges. Loudon Road over Merrimack River (163/111) Loudon Road over Storrs Street (160/103) Manchester Street over Merrimack River (185/104)
		$75,000	2021 Subtotal
2022	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. Horse Hill Road over Contoocook River (069/052) Commercial Street over Wattanummon Brook (140/113) Water Street over B&M Railroad Corridor (180/100)
		$325,000	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
	TOTAL	$575,000	

2021-2030
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:									
	☐ New	H	Safety	M	Facility Cond.	H	Productivity		
	☐ Replace	M	Mandates	H	Service Def.	L	Tax Base Exp.	L	City Master Pl.
	☑ Rebuild	L	O + M Costs	H	Council Goals	H	Timeliness		

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

DESCRIPTION: Following the completion of Regional Drive in 2005, traffic within the Manchester Street/Old Turnpike Road/Regional Drive corridor has continued to grow. As a result, recent changes to signal timing at the Manchester Street and Old Turnpike Road has improved levels of service. However, with traffic growth expected in the near term, intersection geometry improvements will be required.

This project includes traffic signal design and expansion of the Old Turnpike Road approach to two (2) right turn lanes unto Manchester Street. This project will be coordinated with the ongoing design efforts at Terrill Park.

SERVICE IMPACT: Improved vehicle safety and increased capacity in this designated arterial corridor.

IMPACT IF NOT FUNDED: Continued congestion and reduced levels of service at the intersection.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2010 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	415,000	0	0	0	0	0	415,000
General	Impact Fees Traf Dist 4	0	0	0	0	85,000	0	0	0	0	0	85,000
	Total	0	0	0	0	500,000	0	0	0	0	0	500,000

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	

2021-2030
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:										
	☐ New	H	Safety	H	Facility Cond.	H	Productivity			
	☐ Replace	M	Mandates	H	Service Def.	L	Tax Base Exp.	L	City Master Pl.	
	☑ Rebuild	L	O + M Costs	M	Council Goals	H	Timeliness			

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

DESCRIPTION: 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)

PROJECT: CD-ENGINEERING SERVICES #520-Intersection Safety Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	50,000	100,000	150,000	0	0	0	0	300,000
	Total	0	0	0	50,000	100,000	150,000	0	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	

2021-2030
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 SERVED:									
	☐ New	H	Safety	L	Facility Cond.	N/A	Productivity		
	☐ Replace	L	Mandates	M	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.
	☑ Rebuild	H	O + M Costs	N/A	Council Goals	L	Timeliness	Other	

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

DESCRIPTION: The purpose of this project is to provide for periodic repair and refurbishment of the Concord Police Department Firearms Range. Improvements include repair and replacement 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)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Capital Transfer	0	0	0	0	20,000	0	0	0	0	0	20,000
	Total	0	0	0	0	20,000	0	0	0	0	0	20,000

PROJECT: POLICE - OPERATIONS #521-Police Firearms Range Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Capital Transfer	20,000	Remove lead from berms, restore berms, replace range wall timbers as necessary.
		$20,000	2025 Subtotal
	TOTAL	$20,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: INFORMATION TECHNOLOGY #525-Telephone System Replacement Program

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: All City Departments and Agencies

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:									
	☐ New	M	Safety	N/A	Facility Cond.	N/A	Productivity		
	☑ Replace	L	Mandates	L	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	L	Timeliness		Long-Range Planning

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

DESCRIPTION: The City relies on telephone communications for Police, Fire and EMS dispatch and control, as well as across all city functions. The components of the system are varied in age, condition and functionality. A telephone communications system, one capable of both voice and data transmissions will be needed to be compatible with current technology.

SERVICE IMPACT: Periodic replacement of the telephone system will ensure a reliable form of communications for emergency services, normal daily operations, customer service, and alarm systems.

IMPACT IF NOT FUNDED: Increased frequency and duration of equipment failure resulting in risk to public safety and inability to perform normal daily business.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2001 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15 Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Capital Transfer	0	0	0	0	0	225,000	0	0	0	0	225,000
Sewer	Capital Transfer	0	0	0	0	0	37,500	0	0	0	0	37,500
Water	Capital Transfer	0	0	0	0	0	37,500	0	0	0	0	37,500
	Total	0	0	0	0	0	300,000	0	0	0	0	300,000

PROJECT: INFORMATION TECHNOLOGY #525-Telephone System Replacement Program

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General Capital Transfer	225,000	Replacement of the voice over internet protocol (VOIP) telephone system.
	Sewer Capital Transfer	37,500	Sewer share of above.
	Water Capital Transfer	37,500	Water share of above.
		$300,000	2026 Subtotal
	TOTAL	$300,000	

2021-2030
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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	500,000	0	0	0	0	0	0	500,000
	Total	0	0	0	500,000	0	0	0	0	0	0	500,000

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 those located within all city buildings. Total of 53 AED units.
		$500,000	2024 Subtotal
	TOTAL	$500,000	

2021-2030
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:									
	☐ New	H	Safety	H	Facility Cond.	N/A	Productivity		
	☑ Replace	M	Mandates	L	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	L	Timeliness		

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

DESCRIPTION: The 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	65,000	0	0	200,000	0	0	0	0	265,000
	Total	0	0	65,000	0	0	200,000	0	0	0	0	265,000

PROJECT: REC-GROUNDS #528-Pocket Parks

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	65,000	Removal of the large concrete pad and old shed 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. Includes installation of poured in place safety surfacing.
		$200,000	2026 Subtotal
	TOTAL	$265,000	

2021-2030
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: 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 the 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: 2011 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Parking	G.O. Bonds	0	0	0	0	0	630,000	0	0	0	3,000,000	3,630,000
	Total	0	0	0	0	0	630,000	0	0	0	3,000,000	3,630,000

PROJECT: CITY MANAGER /OPERATION #529-Storrs Street Parking Garage (Formerly Capital Commons)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Parking G.O. Bonds	630,000	5 year repair and refresh following work completed in FY2021. As needed minor concrete repairs, waterproofing repairs and replacement, replacement of security cameras installed in FY2020, as well as design services and contingency.
		$630,000	2026 Subtotal
2030	Parking G.O. Bonds	3,000,000	Twenty year renovation. Repair / replace mechanical systems, repair / replace plumbing system, upgrade lighting fixtures and security cameras, replace elevator, as well as design services and contingency.
		$3,000,000	2030 Subtotal
	TOTAL	$3,630,000	

2021-2030
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 SERVED:									
	☐ New	M	Safety	M	Facility Cond.	M	Productivity		
	☑ Replace	L	Mandates	H	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness	Motor Vehicle Equipment	

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

DESCRIPTION: The purpose of this project is to provide for periodic replacement of major pieces of golf course equipment.

SERVICE IMPACT: Routine investments in golf course equipment allows grounds crews to use more reliable and efficient equipment to complete maintenance tasks, thereby helping to maximize available course time for players.

IMPACT IF NOT FUNDED: Lack of reliable equipment could result in reduced quality of course conditions or increased inefficiency of maintenance operations, thereby resulting in player dissatisfaction, potential loss of market share, and reduced revenues.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Golf	G.O. Bonds	60,000*	60,000	30,000	30,000	60,000	30,000	60,000	30,000	30,000	0	390,000
	Total	60,000	60,000	30,000	30,000	60,000	30,000	60,000	30,000	30,000	0	390,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Golf G.O. Bonds	30,000	Replace 1980 bed knife grinder and reel grinder
	Golf G.O. Bonds	30,000	Replace one aerator
		$60,000	2021 Subtotal

PROJECT: REC-GROUNDS #530-Golf Course Equipment

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 one 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
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	$390,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #534-Tie Down Rehabilitation and Expansion

I. PROJECT TYPE: Airport

II. LOCATION: Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:										
	☑ New	M	Safety	N/A	Facility Cond.	L	Productivity			
	☐ Replace	N/A	Mandates	L	Service Def.	N/A	Tax Base Exp.	M	City Master Pl.	
	☐ Rebuild	L	O + M Costs	L	Council Goals	L	Timeliness	Airport		
	☐ 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)

PROJECT: CD-ENGINEERING SERVICES #534-Tie Down Rehabilitation and Expansion

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Airport	Capital Transfer	0	0	0	0	8,334	37,500	60,000	0	0	0	105,834
Other	Federal	0	0	0	0	150,000	675,000	1,080,000	0	0	0	1,905,000
Other	State	0	0	0	0	8,334	37,500	60,000	0	0	0	105,834
	Total	0	0	0	0	166,668	750,000	1,200,000	0	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	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #536-Hangar Replacement

I. PROJECT TYPE: Airport

II. LOCATION: Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Replace hangers 1, 2, and 3 in accordance with the 2006 Airport Master Plan. These hangers were constructed in the early 1930's and have exhausted their useful life.

SERVICE IMPACT: The hanger infrastructure requires ongoing maintenance. The plumbing, electrical and heating systems are substandard and inefficient.

IMPACT IF NOT FUNDED: Increased long-term costs for more extensive repairs necessitated by deferred maintenance. Potential loss of customers / revenues for the airport, thereby eroding airport market share, due to obsolete facilities.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 40

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Airport	Capital Transfer	0	0	0	0	0	0	0	0	0	26,500	26,500
Other	Federal	0	0	0	0	0	0	0	0	0	477,000	477,000
Other	State	0	0	0	0	0	0	0	0	0	26,500	26,500
	Total	0	0	0	0	0	0	0	0	0	530,000	530,000

PROJECT: CD-ENGINEERING SERVICES #536-Hangar Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	Other Federal	477,000	Replace Hangar 1. Federal share.
	Other State	26,500	Replace Hangar 1. State share.
	Airport Capital Transfer	26,500	Replace Hanger 1. City share.
		$530,000	2030 Subtotal
	TOTAL	$530,000	

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	H	Safety	L	Facility Cond.	M	Productivity		
	☐ Replace	N/A	Mandates	H	Service Def.	L	Tax Base Exp.	L	City Master Pl.
	☐ Rebuild	L	O + M Costs	L	Council Goals	L	Timeliness	Intersection Improvement	

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

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	0	850,000	0	0	0	0	850,000
General	Impact Fees Traf Dist 4	0	0	0	0	150,000	0	0	0	0	0	150,000
	Total	0	0	0	0	150,000	850,000	0	0	0	0	1,000,000

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	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #543-Merrimack River Greenway Trail Project

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: City-wide along Merrimack River Corridor

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The 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:

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Donations	0	0	200,000	0	1,100,000	0	0	0	0	0	1,300,000
General	G.O. Bonds	0	0	0	0	1,100,000	0	0	0	0	0	1,100,000
Other	State	0	0	800,000	0	8,800,000	0	0	0	0	0	9,600,000
	Total	0	0	1,000,000	0	11,000,000	0	0	0	0	0	12,000,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Other State	800,000	Design and construction of Phase 1 (B) of the Merrimack River Greenway Trail (MRGT) from Manchester Street to Loudon Road to be funded with a NHDOT Grant and donations. Design/Administration: $125,000 Construction: $800,000 Construction Engineering/Administration: $75,000
	General Donations	200,000	Design and construction of Phase 1 (B) of the MRGT. Donation portion (20%)
		$1,000,000	2023 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) Design/Administration: $1,650,000 Construction: $8,250,000 Construction Engineering/Administration: $1,100,000
		$11,000,000	2025 Subtotal
	TOTAL	$12,000,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #550-Roundabout Maintenance

I. PROJECT TYPE: Intersections

II. LOCATION: Roundabout at Liberty/Centre/Auburn, North State/Franklin, and Washington/Village Intersections.

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:									
	☐ New	H	Safety	M	Facility Cond.	L	Productivity		
	☐ Replace	L	Mandates	H	Service Def.	N/A	Tax Base Exp.	L	City Master Pl.
	☑ Rebuild	L	O + M Costs	N/A	Council Goals	H	Timeliness		Intersection Improvement

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

DESCRIPTION: The purpose of this project is to provide funding for the periodic maintenance and 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 educed 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Capital Transfer	0	0	75,000	0	80,000	0	0	100,000	0	0	255,000
	Total	0	0	75,000	0	80,000	0	0	100,000	0	0	255,000

PROJECT: CD-ENGINEERING SERVICES #550-Roundabout Maintenance

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General Capital Transfer	75,000	Maintenance improvements at the North State/Franklin roundabout. Includes repairs to curbs, aprons, landscaping and traffic islands.
		$75,000	2023 Subtotal
2025	General Capital Transfer	80,000	Maintenance improvements to the Village/Washington roundabout. Includes repairs to curbs, aprons, landscaping and traffic islands.
		$80,000	2025 Subtotal
2028	General Capital Transfer	100,000	Maintenance improvements to the Exit 16/Mountain Road/Shawmut Street roundabout. Includes repairs to curbs, aprons, landscaping and traffic islands.
		$100,000	2028 Subtotal
	TOTAL	$255,000	

2021-2030
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 SERVED:									
	☐ New	M	Safety	L	Facility Cond.	L	Productivity		
	☐ Replace	L	Mandates	L	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.
	☐ Rebuild	N/A	O + M Costs	L	Council Goals	L	Timeliness		Public Facilities

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

DESCRIPTION: The purpose of this project is to provide 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	130,000*	40,000	330,000	130,000	100,000	300,000	0	275,000	0	0	1,305,000
General	Capital Transfer	0	0	10,000	0	0	0	0	0	0	4,000	14,000
	Total	130,000	40,000	340,000	130,000	100,000	300,000	0	275,000	0	4,000	1,319,000

PROJECT: GS-PUBLIC PROPERTIES #551-Library Maintenance

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2021	General	G.O. Bonds	130,000	Bathroom renovations. (Green Street)
			$130,000	2021 Subtotal
2022	General	G.O. Bonds	40,000	Door, window and hardware upgrades. (Green Street)
			$40,000	2022 Subtotal
2023	General	G.O. Bonds	200,000	Interior finish and carpet upgrades. (Green Street)
	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)
			$340,000	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)
	General	G.O. Bonds	125,000	Roof replacement. (Penacook)
			$275,000	2028 Subtotal

PROJECT: GS-PUBLIC PROPERTIES #551-Library Maintenance

2030	General	Capital Transfer	4,000	Fire escape repairs. (Penacook)
			$4,000	2030 Subtotal
	TOTAL		$1,319,000	

2021-2030
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:									
	☐ New	H	Safety	L	Facility Cond.	N/A	Productivity		
	☑ Replace	L	Mandates	L	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.
	☐ Rebuild	H	O + M Costs	L	Council Goals	M	Timeliness		

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

DESCRIPTION: The purpose of this project is to provide funding for the routine replacement of Police Department handguns. 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Capital Transfer	0	0	0	0	0	0	50,000	0	0	0	50,000
	Total	0	0	0	0	0	0	50,000	0	0	0	50,000

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	

2021-2030
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:									
	☐ New	L	Safety	M	Facility Cond.	N/A	Productivity		
	☐ Replace	N/A	Mandates	M	Service Def.	N/A	Tax Base Exp.	H	City Master Pl.
	☑ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness	Parks	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: The purpose of this project is to provide funding for 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Donations	0	80,000	0	0	0	0	0	0	0	0	80,000
General	G.O. Bonds	0	0	0	2,440,000	0	35,000	0	0	700,000	125,000	3,300,000
	Total	0	80,000	0	2,440,000	0	35,000	0	0	700,000	125,000	3,380,000

PROJECT: REC-GROUNDS #557-Memorial Field

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2022	General	Donations	80,000	Lighting improvements at the football stadium. Includes installation of energy efficient fixtures.
			$80,000	2022 Subtotal
2024	General	G.O. Bonds	1,695,000	Replace football 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	140,000	Resurface the track. Last resurfaced in 2008.
	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)
	General	G.O. Bonds	30,000	Study to how to improve the poor drainage at the complex. The fields are usually the last fields to open in the spring and often the first to close in the event of a rain storm or after several days of rain.
			$2,440,000	2024 Subtotal
2026	General	G.O. Bonds	35,000	Crack seal, colorize, stripe, change standards, new acrylic backboards for two (2) basketball courts.
			$35,000	2026 Subtotal
2029	General	G.O. Bonds	700,000	Design, permit, and construct a new 2 bay maintenance building. Renovate and enlarge public restrooms.
			$700,000	2029 Subtotal
2030	General	G.O. Bonds	125,000	Install exercise equipment featuring poured in place safety surfacing.
			$125,000	2030 Subtotal
	TOTAL		$3,380,000	

2021-2030
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 SERVED:									
	☐ New	M	Safety	M	Facility Cond.		Productivity		
	☐ Replace	L	Mandates	L	Service Def.	N/A	Tax Base Exp.		City Master Pl.
	☐ Rebuild	H	O + M Costs		Council Goals	M	Timeliness		

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

DESCRIPTION: 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 was 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)

PROJECT: FIRE #560-Fire Training Facility

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	500,000	0	0	500,000
	Total	0	0	0	0	0	0	0	500,000	0	0	500,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	500,000	Replace conex containers at the Fire Training Facility.
		$500,000	2028 Subtotal
	TOTAL	$500,000	

2021-2030
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:									
	☑ New	H	Safety	H	Facility Cond.	N/A	Productivity		
	☑ Replace	L	Mandates	H	Service Def.		Tax Base Exp.		City Master Pl.
	☐ Rebuild	N/A	O + M Costs		Council Goals		Timeliness		

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

DESCRIPTION: 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	30,000	93,000	93,000	93,000	20,000	20,000	20,000	20,000	20,000	20,000	429,000
General	Capital Close-out	46,714	0	0	0	0	0	0	0	0	0	46,714
	Total	76,714	93,000	93,000	93,000	20,000	20,000	20,000	20,000	20,000	20,000	475,714

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2021	General	Capital Close-out	46,714	Closeout share.
	General	G.O. Bonds	30,000	Implementation of radio master box system.
			$76,714	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)
			$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)

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

			$20,000	2028 Subtotal
2029	General	G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
			$20,000	2029 Subtotal
2030	General	G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
			$20,000	2030 Subtotal
	TOTAL		$475,714	

2021-2030
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:									
	☐ 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	L	Timeliness	Long-Range Planning	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: The purpose of this project is to update the City Master Plan. State Law requires that a municipality's Master Plan be updated from "time to time". The commonly accepted planning horizon for a Master Plan is 10 years. Research and writing for the current Master Plan began in 2005, and the plan was adopted in 2008 after a lengthy public process.

SERVICE IMPACT: There have been incremental changes in zoning and land use in the City and state, and significant purchases of conservation land in the City since the writing of the Master Plan. This, coupled with demographic changes, as well as economic and real estate trends, makes it important to review the land use, housing, and economic development recommendations of the Master Plan. Additionally, many transportation projects recommended in the current Master Plan have been completed, and there is a need to identify where the City should invest transportation and land development resources moving forward.

IMPACT IF NOT FUNDED: Poor long-range planning leads to haphazard development, which can result in the inefficient use of real estate, missed economic development opportunities, increased long-term costs to serve poorly planned development, and a disconnect with the community with regard to the vision for the City moving forward.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	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

PROJECT: CD-COMMUNITY PLANNING #563-Master Plan Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	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	2022 Subtotal
2023	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	2023 Subtotal
	TOTAL	$240,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #567-Penacook Riverfront Parks

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Tanner Street & 11-35 Canal Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:										
	☑ New	L	Safety	L	Facility Cond.	N/A	Productivity			
	☑ Replace	L	Mandates	M	Service Def.	M	Tax Base Exp.	H	City Master Pl.	
	☑ Rebuild	L	O + M Costs	L	Council Goals	L	Timeliness	Parks		

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

DESCRIPTION: The purpose of this project is to implement improvements at the Penacook Riverfront Park located on Tanner Street, as well as design and construct a new riverfront park on City owned property located at 11-35 Canal Street adjacent to the former Allied Leather Tannery Complex (rechristened Penacook Landing).

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. Project includes reconstruction and expansion of the Canal Street Municipal Parking Lot. Including the parking lot, total project size is 2 acres.

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 Allied Leather Tannery Site will result in a missed opportunity to improve an important waterfront property, which could foster and support future economic development initiatives within the Village.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

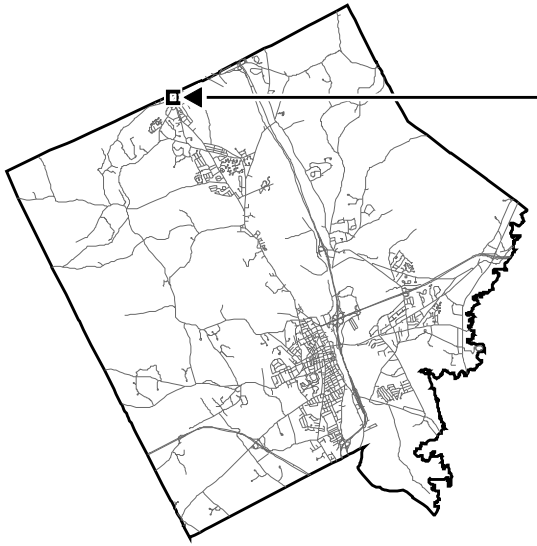
PROJECT: REC-GROUNDS #567-Penacook Riverfront Parks

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	220,000	0	0	0	0	0	0	220,000
General	Impact Fees Rec Dist 1	75,000*	0	0	0	0	0	0	0	0	0	75,000
Other	Tax Increment Financing	1,275,000*	0	0	0	0	0	0	0	0	0	1,275,000
	Total	1,350,000	0	0	220,000	0	0	0	0	0	0	1,570,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Other Tax Increment Financing	1,275,000	Canal Street Riverfront Park: Design, permitting, 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. Including the parking lot, total project size is approximately 2 acres. Total project cost is $1.35 million, of which $75,000 shall be Recreational Impact Fees and $1.275 million shall be supported by the Penacook Village Tax Increment Finance District.
	General Impact Fees Rec Dist 1	75,000	Impact Fee District #1 share.
		$1,350,000	2021 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	$1,570,000	



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

GEOGRAPHIC INFORMATION SYSTEM

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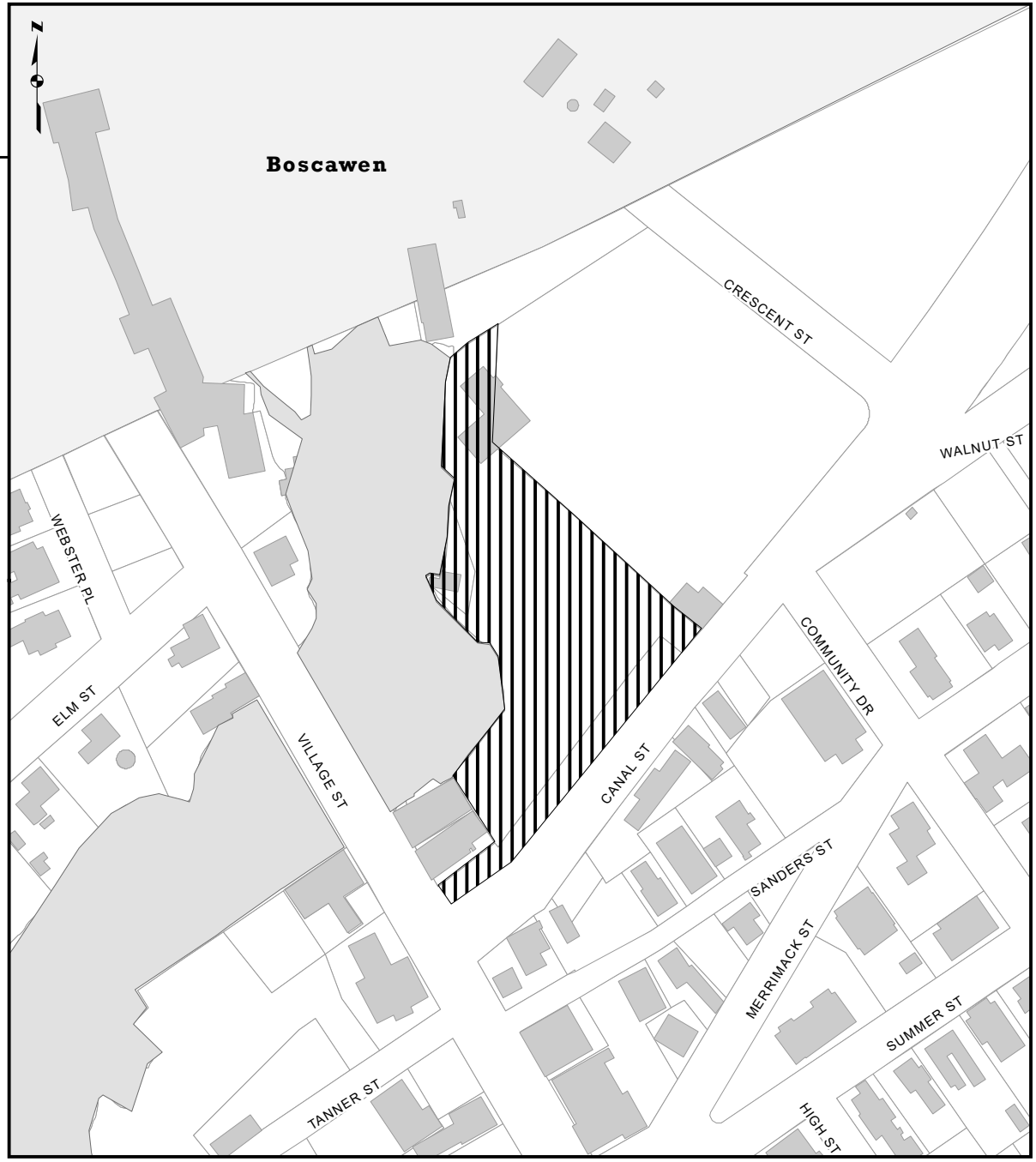
Not to Scale

FY 2021
CIP PROJECT #567

PENACOOK RIVERFRONT PARKS



2021-2030
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:									
	☐ New	L	Safety	H	Facility Cond.	H	Productivity		
	☑ Replace	N/A	Mandates	L	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.
	☐ Rebuild	L	O + M Costs	N/A	Council Goals	M	Timeliness		

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

DESCRIPTION: 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	95,000	65,000	65,000	30,000	60,000	0	50,000	40,000	40,000	445,000
	Total	0	95,000	65,000	65,000	30,000	60,000	0	50,000	40,000	40,000	445,000

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	General G.O. Bonds	40,000	Replace 1988 John Deere 4 wheel drive 3 cylinder diesel tractor with bucket. (Parks)
	General G.O. Bonds	30,000	Replace area seeder to be used with tractor.
	General G.O. Bonds	25,000	Replace John Deere 60" out front mower. (Parks)
		$95,000	2022 Subtotal
2023	General G.O. Bonds	35,000	Replace Toro out front mower. (Parks)
	General G.O. Bonds	30,000	Replace Toro infield pro ball diamond machine with attachments. (Parks)
		$65,000	2023 Subtotal
2024	General G.O. Bonds	40,000	Replace John Deere 2025R 4 wheel drive tractor with bucket and attachments. (Parks)
	General G.O. Bonds	25,000	Replace John Deere 60" out front rotary mower.
		$65,000	2024 Subtotal
2025	General G.O. Bonds	30,000	Replace John Deere 60" out front rotary mower. (Cemeteries)
		$30,000	2025 Subtotal
2026	General G.O. Bonds	40,000	Replace John Deere 2025R 4 wheel drive tractor with bucket and attachments.
	General G.O. Bonds	20,000	Replace zero turn mower. (Parks)
		$60,000	2026 Subtotal
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
2029	General G.O. Bonds	40,000	Replace small loader/backhoe. (Cemeteries)
		$40,000	2029 Subtotal

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

2030	General	G.O. Bonds	40,000	Replace Cemeteries sweeper.
			$40,000	2030 Subtotal
	TOTAL		$445,000	

2021-2030
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:									
	☑ New	H	Safety	H	Facility Cond.	H	Productivity		
	☐ Replace	M	Mandates	L	Service Def.	M	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	L	O + M Costs	M	Council Goals	H	Timeliness		Intersection Improvement
	☐ 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	1,500,000	1,500,000
	Total	0	0	0	0	0	0	0	0	0	1,500,000	1,500,000

PROJECT: CD-ENGINEERING SERVICES #570-Pleasant/Warren/Fruit Intersection Round About

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	General G.O. Bonds	1,500,000	Design and construction of a Roundabout.
		$1,500,000	2030 Subtotal
	TOTAL	$1,500,000	

2021-2030
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	H	Safety	H	Facility Cond.	L	Productivity		
	☐ Replace	M	Mandates	H	Service Def.	N/A	Tax Base Exp.	L	City Master Pl.
	☑ Rebuild	L	O + M Costs	N/A	Council Goals	H	Timeliness	Other	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Other	State	600,000*	0	0	0	0	0	0	0	0	0	600,000
General	G.O. Bonds	0	0	100,000	0	0	0	0	0	0	0	100,000
	Total	600,000	0	100,000	0	0	0	0	0	0	0	700,000

PROJECT: CD-ENGINEERING SERVICES #571-I-393/Horseshoe Pond Drainage Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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	$700,000	

2021-2030
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:									
	☐ New	N/A	Safety	H	Facility Cond.	L	Productivity		
	☑ Replace	N/A	Mandates	L	Service Def.	M	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	N/A	O + M Costs	M	Council Goals	M	Timeliness	Airport	

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

DESCRIPTION: The current Airport Master Plan was last updated in 2006. Periodic updates are required every 10-20 years in order to plan future capital investments designed to keep the facility viable within the framework of the New England general aviation market.

SERVICE IMPACT: Recommendations will provide focused direction to the city for airport improvements and management structure.

IMPACT IF NOT FUNDED: Application of future Federal grants for airport improvements will be denied if the Master Plan is not current.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Airport	Capital Transfer	0	0	0	0	0	0	0	10,554	0	0	10,554
Other	Federal	0	0	0	0	0	0	0	190,000	0	0	190,000
Other	State	0	0	0	0	0	0	0	10,554	0	0	10,554
	Total	0	0	0	0	0	0	0	211,108	0	0	211,108

PROJECT: CD-ENGINEERING SERVICES #572-Airport Master Plan

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	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	2028 Subtotal
	TOTAL	$211,108	

2021-2030
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	H	Safety	H	Facility Cond.	M	Productivity		
	☑ Replace	L	Mandates	M	Service Def.	N/A	Tax Base Exp.	L	City Master Pl.
	☐ Rebuild	L	O + M Costs	L	Council Goals	M	Timeliness		

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

DESCRIPTION: The purpose of this project is to provide funding for routine replacement of Personal Protective Equipment (PPE) for 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 to maintain and repair existing 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	750,000	30,000	31,200	31,200	31,200	31,200	904,800
General	Capital Transfer	50,000	25,000	30,000	30,000	30,000	30,000	0	0	0	0	195,000
	Total	50,000	25,000	30,000	30,000	780,000	60,000	31,200	31,200	31,200	31,200	1,099,800

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2021	General	Capital Transfer	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
2027	General	G.O. Bonds	31,200	Systematic replacement of firefighting protective clothing.
			$31,200	2027 Subtotal
2028	General	G.O. Bonds	31,200	Systematic replacement of firefighting protective clothing.
			$31,200	2028 Subtotal

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

2029	General	G.O. Bonds	31,200	Systematic replacement of firefighting protective clothing.
			$31,200	2029 Subtotal
2030	General	G.O. Bonds	31,200	Systematic replacement of firefighting protective clothing.
			$31,200	2030 Subtotal
	TOTAL		$1,099,800	

2021-2030
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:									
	☐ New	H	Safety	H	Facility Cond.	N/A	Productivity		
	☑ Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.
	☐ Rebuild	L	O + M Costs	N/A	Council Goals	M	Timeliness		

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

DESCRIPTION: The purpose of this capital project is to provide funding for 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	150,000	0	0	0	0	0	0	0	0	0	150,000
General	Capital Transfer	130,000	190,000	190,000	200,000	200,000	210,000	210,000	0	0	0	1,330,000
General	Equip Replace Reserve	50,000	0	0	0	0	0	0	0	0	0	50,000
	Total	330,000	190,000	190,000	200,000	200,000	210,000	210,000	0	0	0	1,530,000

PROJECT: POLICE - OPERATIONS #575-Police Vehicle & Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2021	General	G.O. Bonds	150,000	Replace Police Evidence Vehicle.
	General	Capital Transfer	130,000	Replace 4 vehicles.
	General	Equip Replace Reserve	50,000	Equipment Reserve Fund share.
			$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
	TOTAL		$1,530,000	

2021-2030
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	M	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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	25,000	0	215,000	1,500,000	20,000	0	0	0	500,000	0	2,260,000
	Total	25,000	0	215,000	1,500,000	20,000	0	0	0	500,000	0	2,260,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	25,000	Eagle Square - Limited repair and refurbishment of the concrete stairs at the Amphitheater.
		$25,000	2021 Subtotal

PROJECT: GS-PUBLIC PROPERTIES #579-Downtown Squares

2023	General	G.O. Bonds	215,000	Bicentennial Square: Design and permit comprehensive renovation project for the square.
			$215,000	2023 Subtotal
2024	General	G.O. Bonds	1,500,000	Bicentennial Square: Construct comprehensive renovation project.
			$1,500,000	2024 Subtotal
2025	General	G.O. Bonds	20,000	Eagle Square: Routine replacement and refurbishment of trees and plantings last updated in 2015.
			$20,000	2025 Subtotal
2029	General	G.O. Bonds	500,000	Remove and replace concrete amphitheater seating in Eagle Square.
			$500,000	2029 Subtotal
	TOTAL		$2,260,000	

2021-2030
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	M	Safety		Facility Cond.		Productivity		
	☐ Replace		Mandates	L	Service Def.		Tax Base Exp.		City Master Pl.
	☐ Rebuild	H	O + M Costs		Council Goals	N/A	Timeliness		Long-Range Planning
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: Design and construction of new East Concord Fire Station based on location study and needs assessment to be completed as part of CIP 252.

SERVICE IMPACT: If deemed necessary by the location study and needs assessment, a new station serving East Concord and, potentially the Heights neighborhood, would provide for improved fire service for the easterly portions of the City, as well as put the City on a better footing to address the needs of continued 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	6,000,000	0	0	6,000,000
	Total	0	0	0	0	0	0	0	6,000,000	0	0	6,000,000

PROJECT: FIRE #583-East Concord Fire Station

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	6,000,000	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.
		$6,000,000	2028 Subtotal
	TOTAL	$6,000,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #587-Cemetery Improvements

I. PROJECT TYPE: Cemeteries

II. LOCATION: City Cemeteries

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for routine maintenance and repair of the City's 13 municipal cemeteries. The project also provides funding for cemetery expansion.

SERVICE IMPACT: Periodic investment in cemetery infrastructure will preserve and improve facilities, correct potential liabilities, and maintain community pride in the City's cemeteries. Well maintained facilities also helps the City sell plots within cemeteries.

IMPACT IF NOT FUNDED: Facilities will not be maintained resulting in potential liabilities and decreased community satisfaction with facilities.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	50,000*	80,000	540,000	0	150,000	0	35,000	200,000	0	400,000	1,455,000
	Total	50,000	80,000	540,000	0	150,000	0	35,000	200,000	0	400,000	1,455,000

PROJECT: REC-GROUNDS #587-Cemetery Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	50,000	Replace the metal garage / maintenance building used to store equipment at Blossom Hill Cemetery.
		$50,000	2021 Subtotal
2022	General G.O. Bonds	80,000	Blossom Hill paving project.
		$80,000	2022 Subtotal
2023	General G.O. Bonds	350,000	Blossom Hill Cemetery. Repair / rebuild historic granite retaining wall in kind which failed in 2016.
	General G.O. Bonds	80,000	Blossom Hill paving.
	General G.O. Bonds	60,000	Maple Grove Cemetery. Install 250 linear feet of ornamental fence along Sewalls Falls Road near the driveway for Beaver Meadow School. Currently vehicles queue along Sewalls Falls Road while waiting to access the School during pick-up and drop off times and there is no fencing to protect graves located near the road.
	General G.O. Bonds	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.
		$540,000	2023 Subtotal
2025	General G.O. Bonds	150,000	Blossom Hill paving.
		$150,000	2025 Subtotal
2027	General G.O. Bonds	35,000	Purchase Columbarium at Blossom Hill Cemetery.
		$35,000	2027 Subtotal
2028	General G.O. Bonds	100,000	Blossom Hill Cemetery. Dredge pond, repair granite retaining wall at pond, and install guard rail.
	General G.O. Bonds	100,000	Design, construct, and furnish fire proof room for records storage.
		$200,000	2028 Subtotal
2030	General G.O. Bonds	400,000	Purchase land for use as new cemetery.

PROJECT:	REC-GROUNDS	#587-Cemetery Improvements		
			$400,000	2030 Subtotal
TOTAL			$1,455,000	

2021-2030
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:										
	☐ New	H	Safety	M	Facility Cond.	H	Productivity			
	☐ Replace	M	Mandates	H	Service Def.	M	Tax Base Exp.	L	City Master Pl.	
	☑ Rebuild	L	O + M Costs	L	Council Goals	H	Timeliness			
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis									

DESCRIPTION: A 2015 bridge inspection by 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, and may also have negative implications for the Bow / Concord I-93 Widening Project.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years)

PROJECT: CD-ENGINEERING SERVICES #588-Loudon Road Bridge Improvement Project

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	2,131,000	0	0	0	0	0	0	0	0	2,131,000
Other	State	0	8,523,000	0	0	0	0	0	0	0	0	8,523,000
	Total	0	10,654,000	0	0	0	0	0	0	0	0	10,654,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2022	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. State of NH's share (80%).
	General G.O. Bonds	2,131,000	Construction of deck, rail, and expansion joint repairs/rehabilitation, as well as substructure concrete repairs, etc. City's share (20%).
		$10,654,000	2022 Subtotal
	TOTAL	$10,654,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #589-Downtown Corridor Streetscape Improvement Project

I. PROJECT TYPE: Downtown

II. LOCATION: Side streets within the Central Business District (CBD) between North Main Street and North State Street and Storrs Street.

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to design and construct streetscape improvements to side streets within the 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)

PROJECT: CD-ENGINEERING SERVICES #589-Downtown Corridor Streetscape Improvement Project

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	3,920,000
	Total	0	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	3,920,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	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	2023 Subtotal
2024	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	2024 Subtotal
2025	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	2025 Subtotal
2026	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	2026 Subtotal
2027	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	2027 Subtotal

PROJECT: CD-ENGINEERING SERVICES #589-Downtown Corridor Streetscape Improvement Project

2028	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	2028 Subtotal
2029	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	2029 Subtotal
2030	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	2030 Subtotal
	TOTAL		$3,920,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #590-Downtown Civic District Sidewalk Replacement

I. PROJECT TYPE: Downtown

II. LOCATION: Various locations between City Hall and State House, bounded approximately by Center Street, Green Street, School Street, and North State Street.

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

☐	New	M	Safety	M	Facility Cond.	N/A	Productivity		
☐	Replace	L	Mandates	M	Service Def.	L	Tax Base Exp.	L	City Master Pl.
☑	Rebuild	L	O + M Costs	L	Council Goals	L	Timeliness		

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

DESCRIPTION: The purpose of this project is to reconstruct concrete sidewalks within the Downtown Civic District bounded approximately by Center Street, Green Street, School Street, and North State Street. Sidewalk improvements include reconstruction of existing concrete sidewalks with accessible ramps and the addition of way finding signage. Improvements and signage will be consistent with the streetscape improvements of the 2015/2016 Downtown Complete Streets Improvement Project (CIP 460).

SERVICE IMPACT: Improved use and appearance of downtown sidewalks will provide a safe and accessible walking surface 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	750,000	0	0	0	0	0	750,000
	Total	0	0	0	0	750,000	0	0	0	0	0	750,000

PROJECT: CD-ENGINEERING SERVICES #590-Downtown Civic District Sidewalk Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	750,000	Design and construction of sidewalk replacement within the Downtown Civic District. Targeted streets include: Park Street (State to Green), Capitol Street (State to Green), Green Street (Centre to School), Prince Street (Green to 10 Prince Street), State Street (School to Centre). Excludes sidewalk areas reconstructed by the State of New Hampshire's steam conversion project in 2018-2020. The final design will incorporate the sidewalk and streetscape design details from the Main Street improvements including way finding signage.
		$750,000	2025 Subtotal
	TOTAL	$750,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-PUBLIC PROPERTIES #591-Sidewalk Cleanliness

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: Storrs Street, Manchester Street,

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Pigeon roosting has caused fouling of the sidewalk areas under the Storrs Street Legislative Parking Garage, beneath the I-93 bridge on Manchester Street, beneath the Loudon Road bridge over Storrs Street, as well as beneath the I-93 bridge on Loudon Road.

SERVICE IMPACT: Addresses health and safety concerns for the public utilizing sidewalks and bus stops (as applicable) at these locations. Improves visual appearance of these key gateways into the Downtown Central Business District. Supports expanding economic development activity on Storrs Street near the Legislative Parking Garage and Loudon Road Overpass.

IMPACT IF NOT FUNDED: Ongoing, and increasing, maintenance costs to routinely clean and disinfect these locations.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Donations	0	0	0	0	0	0	0	0	0	30,000	30,000
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	90,000	90,000
	Total	0	0	0	0	0	0	0	0	0	120,000	120,000

PROJECT: GS-PUBLIC PROPERTIES #591-Sidewalk Cleanliness

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2030	General	G.O. Bonds	30,000	Contacted services to install netting and bird screen to prevent roosting along the bridge deck of I-93 bridge over Loudon Road.
	General	G.O. Bonds	30,000	Contracted service to install netting and bird screen to prevent roosting at the I-93 bridge over Manchester Street.
	General	G.O. Bonds	30,000	Contracted service to install netting and bird screen to prevent roosting along the Loudon Road Bridge above Storrs Street.
	General	Donations	30,000	Contracted services to install netting and bird screen to prevent roosting beneath the Legislative Parking Garage.
			$120,000	2030 Subtotal
	TOTAL		$120,000	

2021-2030
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	M	Safety	M	Facility Cond.	M	Productivity		
	☑ Replace		Mandates	L	Service Def.	N/A	Tax Base Exp.		City Master Pl.
	☐ Rebuild	H	O + M Costs		Council Goals	M	Timeliness		Long-Range Planning
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	14,000,000	0	0	0	14,000,000
	Total	0	0	0	0	0	0	14,000,000	0	0	0	14,000,000

PROJECT: FIRE #594-New Central Fire Station

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	14,000,000	Placeholder: Design, permit, construct, and furnish a new Central Fire Station pending outcome of needs assessment and location studies. New building and furnishings only.
		$14,000,000	2027 Subtotal
	TOTAL	$14,000,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #595-Parking Meters

I. PROJECT TYPE: Parking

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Project replaces CIP 586. The purpose of this project is to provide funding for maintenance, repair, replacement, and expansion of the City's parking meter system.

As of April 2002, the City has approximately 85 Kiosk Units and 415 single space meters in service.

Combined, the kiosks and single space meters manage approximately 1,641 metered spaces, as follows: 1,103 on-street metered spaces, 422 spaces in garages, and 116 metered spaces in parking lots (including the interim Fayette Street Parking Lot at the former NH Employment Security Property).

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 frustration.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years) 10

PROJECT: POLICE - OPERATIONS #595-Parking Meters

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Parking	G.O. Bonds	820,000*	0	0	0	0	0	0	1,575,000	0	0	2,395,000
Parking	Capital Close-out	30,226	0	0	0	0	0	0	0	0	0	30,226
Parking	Capital Transfer	0	5,000	0	0	0	0	7,500	0	0	0	12,500
	Total	850,226	5,000	0	0	0	0	7,500	1,575,000	0	0	2,437,726

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Parking G.O. Bonds	650,000	Replace 85 kiosk units put into service in 2010, as well as 2015-2016 during the Complete Streets Project. Includes new kiosks (cabinet housing and electronic components), removal of existing units, as well as replacement decals and signage.
	Parking G.O. Bonds	170,000	Replace all remaining mechanical single space meters with single space electronic smart meters (total of 270 meters). The majority of mechanical meters are more than 20 years old, are beyond their useful life, and subject to frequent jams and mechanical failures.
	Parking Capital Close-out	30,226	Mechanical meter replacement. Closeout share.
		$850,226	2021 Subtotal
2022	Parking Capital Transfer	5,000	Reprogram meters for rate increase effective July 1, 2022 (FY2023) per Strategic Plan.
		$5,000	2022 Subtotal
2027	Parking Capital Transfer	7,500	Reprogram meters for FY2028 rate increase.
		$7,500	2027 Subtotal
2028	Parking G.O. Bonds	1,575,000	Replace all single space smart meters and kiosks put into service during FY2020 and FY2021. Approximately 725 single space meters ($725,000) and 85 kiosk pay stations ($850,000).
		$1,575,000	2028 Subtotal
	TOTAL	$2,437,726	

2021-2030
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:									
	☐ New	H	Safety	H	Facility Cond.	M	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	N/A	Timeliness	Parking	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: The purpose of this project is to provide funding for the repair, replacement, or expansion of the City's 9 municipal parking lots.

SERVICE IMPACT: Appropriately maintained parking lots will minimize or reduce potential liabilities, encourage use by the public, and maintain revenues for the City's Parking Fund.

IMPACT IF NOT FUNDED: Parking lots will continue to deteriorate, thereby increasing annual operating and maintenance costs. Drainage infrastructure within parking lots will continue to deteriorate thereby causing potential liability to City.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Parking	G.O. Bonds	0	0	0	0	0	435,000	695,000	0	105,000	0	1,235,000
	Total	0	0	0	0	0	435,000	695,000	0	105,000	0	1,235,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Parking G.O. Bonds	435,000	Reconstruction of the Police Department parking lot.
		$435,000	2026 Subtotal

PROJECT: POLICE - OPERATIONS #596-Surface Lots

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	Cold plane and overlay the Storrs Street Parking Lot (beneath Loudon Road overpass).
			$695,000	2027 Subtotal
2029	Parking	G.O. Bonds	105,000	Reconstruction of the McKee Square parking lot.
			$105,000	2029 Subtotal
	TOTAL		$1,235,000	

2021-2030
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	H	Safety	N/A	Facility Cond.	N/A	Productivity		
	☐ 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	N/A	Timeliness		

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

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, Manchester NH, and Burlington VT, will help to inform the public about parking bans, thereby improving communications and minimizing frustration for residents and visitors alike. Improved communication will help the public avoid parking on streets (especially non-residents visiting the City), thereby helping to improve the quality and efficiency of snow removal operations.

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Parking	Capital Transfer	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000
Parking	G.O. Bonds	0	0	150,000	0	0	0	0	0	0	0	150,000
	Total	0	0	150,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	185,000

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 city-wide. Includes signage.
		$150,000	2023 Subtotal
2024	Parking Capital Transfer	5,000	Parking beacon maintenance.
		$5,000	2024 Subtotal
2025	Parking Capital Transfer	5,000	Parking beacon maintenance.
		$5,000	2025 Subtotal
2026	Parking Capital Transfer	5,000	Parking beacon maintenance.
		$5,000	2026 Subtotal
2027	Parking Capital Transfer	5,000	Parking beacon maintenance.
		$5,000	2027 Subtotal
2028	Parking Capital Transfer	5,000	Parking beacon maintenance.
		$5,000	2028 Subtotal
2029	Parking Capital Transfer	5,000	Parking beacon maintenance.
		$5,000	2029 Subtotal
2030	Parking Capital Transfer	5,000	Parking beacon maintenance.
		$5,000	2030 Subtotal
	TOTAL	$185,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #598-TASER Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION:

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

☑	New	M	Safety	N/A	Facility Cond.	N/A	Productivity		
☑	Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.
☐	Rebuild	H	O + M Costs	N/A	Council Goals	M	Timeliness		

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

DESCRIPTION: 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	50,000	50,000	0	0	0	60,000	60,000	0	220,000
	Total	0	0	50,000	50,000	0	0	0	60,000	60,000	0	220,000

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 2 of 2 - Replace TASER units purchased in FY 2019.
		$50,000	2024 Subtotal
2028	General G.O. Bonds	60,000	Phase 1 of 2 - Replace TASER units purchased in FY 2023.
		$60,000	2028 Subtotal
2029	General G.O. Bonds	60,000	Phase 2 of 2 - Replace TASER units purchased in FY 2024.
		$60,000	2029 Subtotal
	TOTAL	$220,000	

2021-2030
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:									
	☐ New	N/A	Safety	N/A	Facility Cond.	N/A	Productivity		
	☐ Replace	N/A	Mandates	H	Service Def.	L	Tax Base Exp.	M	City Master Pl.
	☐ Rebuild	N/A	O + M Costs	M	Council Goals	M	Timeliness		Economic Development
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: The current trend in Planning is to shift the regulatory focus away from land use based zoning to form-based zoning, the intent of which is to enhance the appearance and character of the community rather than tightly control land uses. The purpose of this project is to utilize these methods to update Concord's Zoning Ordinance to a Form Based Code template, create new Form Based Code Districts, particularly for downtown Concord and Penacook Village, and minimize the need for zoning variances in both commercial and residential districts. The project will include community outreach, as well as planning for future form based districts.

SERVICE IMPACT: The revision of the ordinance is intended to improve the development review and approval process, encourage redevelopment, and minimize the need for variances for both residential and nonresidential property owners. It should also simplify and enhance the ordinance by making it a more engaging and user friendly document.

IMPACT IF NOT FUNDED: Implementing solutions to improve the development process and potentially spur redevelopment will be delayed. In addition, an incremental piecemeal approach for updating the ordinances and regulations, which would likely prove to be more expensive in the long-term, would need to be pursued.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years) 1

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Capital Transfer	0	0	0	60,000	0	0	0	0	0	0	60,000
	Total	0	0	0	60,000	0	0	0	0	0	0	60,000

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	

2021-2030
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 to adjust 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Capital Transfer	0	0	0	0	0	0	0	20,000	0	0	20,000
	Total	0	0	0	0	0	0	0	20,000	0	0	20,000

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	

2021-2030
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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Capital Transfer	0	0	0	0	30,000	0	0	0	0	0	30,000
	Total	0	0	0	0	30,000	0	0	0	0	0	30,000

PROJECT: CD-COMMUNITY PLANNING #601-Design Guidelines Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Capital Transfer	30,000	The existing Design Guidelines were enacted in the early 1990s to address "big box" retail development occurring in the City, primarily on the Heights. The current guidelines are very outdated and need to be significantly revised to cover all types of development (i.e. commercial, industrial, multifamily residential, and mixed use) to better assist property owners, developers, as well as City Boards and Committees collectively navigate the development permitting process. 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	2025 Subtotal
	TOTAL	$30,000	

2021-2030
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 SERVED:									
	☐ New	H	Safety	H	Facility Cond.	N/A	Productivity		
	☑ Replace	H	Mandates	H	Service Def.	N/A	Tax Base Exp.		City Master Pl.
	☐ Rebuild	N/A	O + M Costs	L	Council Goals	M	Timeliness		

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

DESCRIPTION: The purpose of this project is to 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

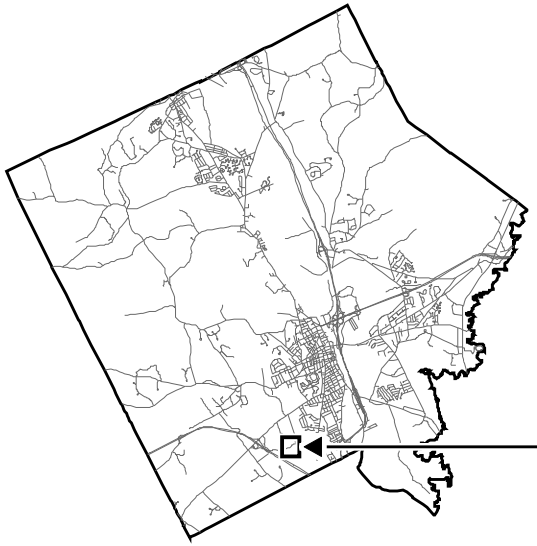
VI. PROJECT FUND SUMMARY

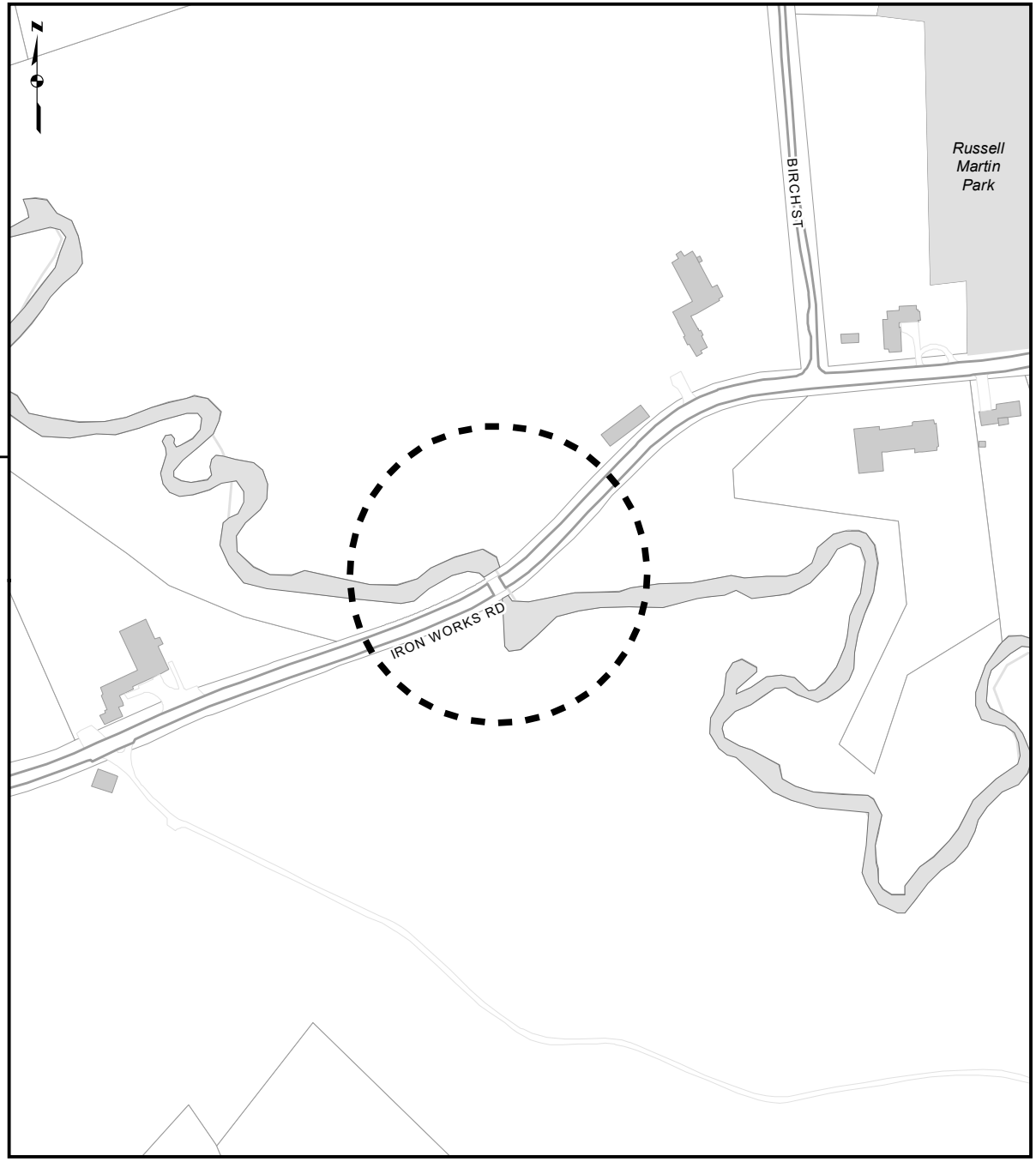
Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	0	400,000	0	0	0	0	400,000
General	Highway Reserve	35,000	0	0	0	0	0	0	0	0	0	35,000
Other	State	0	0	0	0	0	1,600,000	0	0	0	0	1,600,000
	Total	35,000	0	0	0	0	2,000,000	0	0	0	0	2,035,000

PROJECT: CD-ENGINEERING SERVICES #602-Iron Works Road Bridge Replacement Project

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General Highway Reserve	35,000	Design and construct interim bridge repairs to allow the bridge to remain open until its scheduled replacement in FY2026.
		$35,000	2021 Subtotal
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	$2,035,000	





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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale

FY 2021
CIP PROJECT #602

IRON WORKS ROAD
BRIDGE REPLACEMENT PROJECT

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #603-Washington Street Bridge Replacement Project

I. PROJECT TYPE: Bridges

II. LOCATION: Washington Street (Penacook) over the Canal Inlet

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:									
	☐ New	H	Safety	H	Facility Cond.	N/A	Productivity		
	☑ Replace	H	Mandates	H	Service Def.	N/A	Tax Base Exp.	L	City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	H	Timeliness		

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

DESCRIPTION: The purpose of this project is to 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

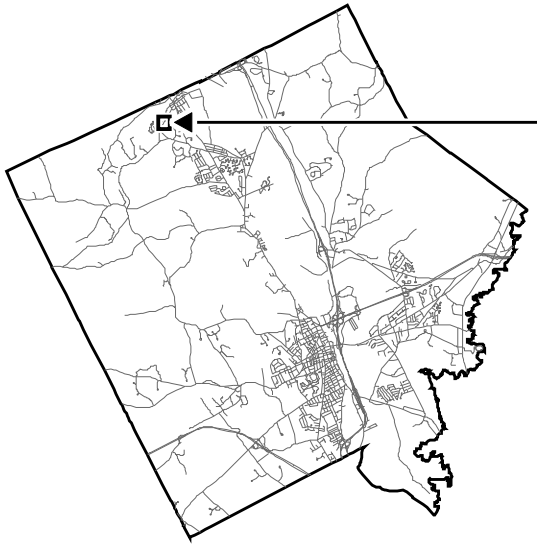
VI. PROJECT FUND SUMMARY

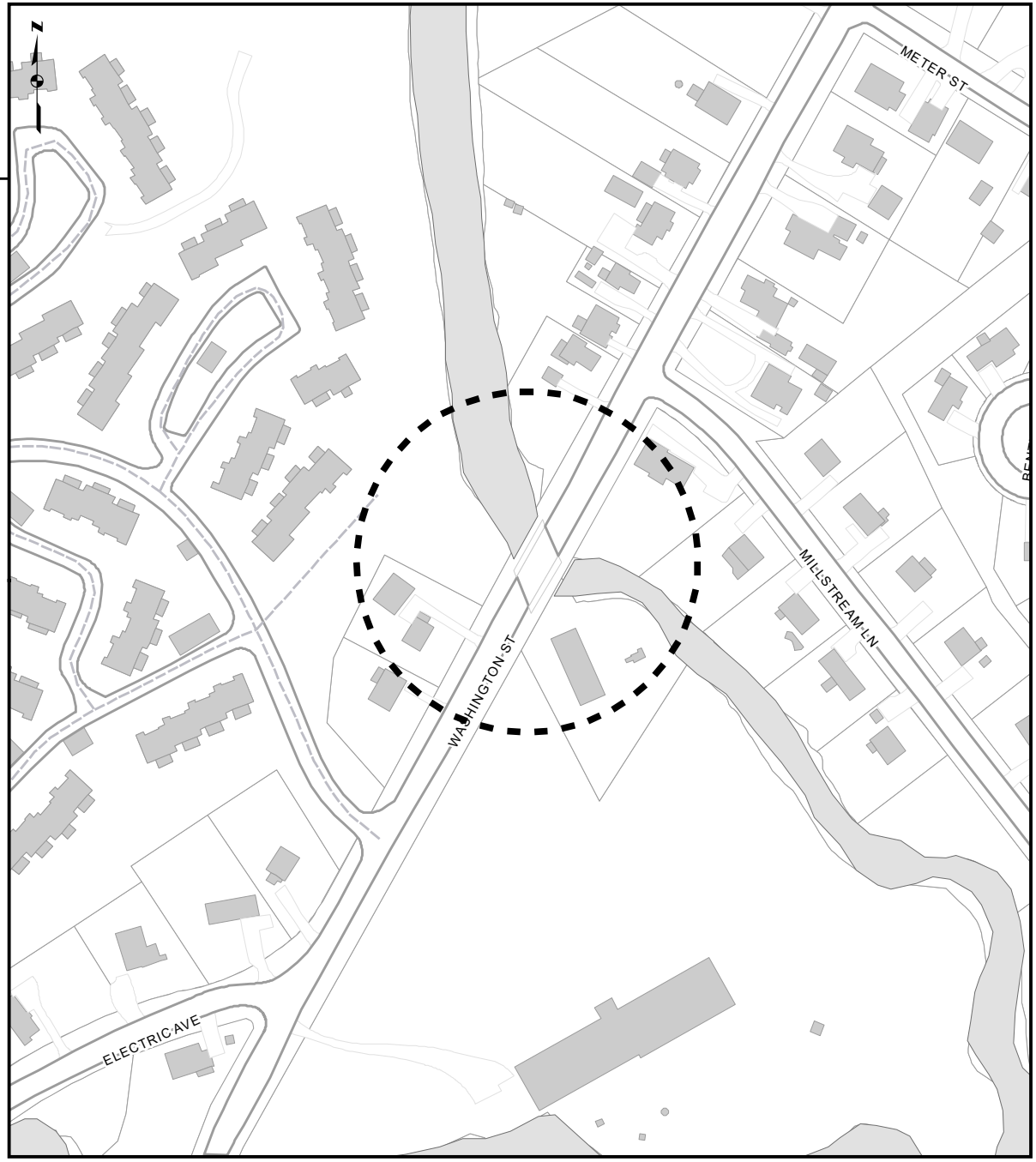
Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	515,000	0	0	0	0	0	0	0	0	0	515,000
General	Capital Close-out	222,855	0	0	0	0	0	0	0	0	0	222,855
	Total	737,855	0	0	0	0	0	0	0	0	0	737,855

PROJECT: CD-ENGINEERING SERVICES #603-Washington Street Bridge Replacement Project

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2021	General	Capital Close-out	222,855	Closeout share.
	General	G.O. Bonds	515,000	Construction of bridge repairs.
			$737,855	2021 Subtotal
	TOTAL		$737,855	





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Not to Scale

FY 2021
CIP PROJECT #603

WASHINGTON STREET
BRIDGE REPLACEMENT

2021-2030
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:										
	☐ 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			
	☐ 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 periodically 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. Budget estimate includes the cost of generating content, graphic design of the panel, as well as 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	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

PROJECT: CD-COMMUNITY PLANNING #609-Main Street Sign Panels

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Other Federal	18,000	Design and fabrication of 3 sign panels, including a small panel on South Main Street, and 2 larger panels on North Main Street.
		$18,000	2023 Subtotal
2024	Other Federal	18,000	Design and fabrication of 3 sign panels, including a small panel that has duplicate information on South Main Street, and 2 larger panels for updated material on North Main Street.
		$18,000	2024 Subtotal
	TOTAL	$36,000	

2021-2030
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:									
	☐ New	H	Safety	H	Facility Cond.	N/A	Productivity		
	☑ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.
	☐ Rebuild	N/A	O + M Costs	M	Council Goals	H	Timeliness		Corridor Improvements
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis								

DESCRIPTION: Replace an existing retaining wall that has deteriorated beyond the point of repair. Wall is located along Eastman Street in front of City Assessing parcels 81-1-2 and 81-1-10.

SERVICE IMPACT: The retaining wall supports a major utility junction pole.

IMPACT IF NOT FUNDED: Failure of wall could result in collapse of the adjacent utility pole, utility service outages, damage to public infrastructure and private property, as well as potential injuries to the general public and abutting properties.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	190,000	0	0	190,000
	Total	0	0	0	0	0	0	0	190,000	0	0	190,000

PROJECT: CD-ENGINEERING SERVICES #611-Eastman Street Retaining Wall

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	190,000	Replace retaining wall.
		$190,000	2028 Subtotal
	TOTAL	$190,000	

2021-2030
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. This will be coordinated and funded in conjunction with the School District, on which our data framework is shared.

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Capital Transfer	0	0	0	0	0	25,000	500,000	0	0	0	525,000
	Total	0	0	0	0	0	25,000	500,000	0	0	0	525,000

PROJECT: INFORMATION TECHNOLOGY #615-Fiber System Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General Capital Transfer	25,000	Condition and needs assessment for the City's existing fiber optic system. 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	

2021-2030
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 SERVED:										
	☑ New	L	Safety	N/A	Facility Cond.	L	Productivity			
	☐ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.	
	☐ Rebuild	N/A	O + M Costs	L	Council Goals	L	Timeliness			

☐ 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	Donations	0	0	0	100,000	0	0	0	0	0	0	100,000
	Total	0	0	0	100,000	0	0	0	0	0	0	100,000

PROJECT: POLICE - OPERATIONS #618-Unmanned Aerial System (UAS)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Donations	100,000	Unmanned aerial system.
		$100,000	2024 Subtotal
	TOTAL	$100,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #620-Police Department Security Fencing

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

☑ New	M	Safety	N/A	Facility Cond.	N/A	Productivity			
☐ Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.	
☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	L	Timeliness			

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

DESCRIPTION: The purpose of this project is to install fencing around the Police Department's parking lot. This area is utilized by Department personnel responding to emergency calls for service, as well as conducting functionality tests of weapons. Frequent pedestrian traffic in the area is a significant safety hazard, as is unauthorized motor vehicle traffic. The current layout of the parking lot does not prevent access by unauthorized vehicles or personnel. Additionally, safety of Department staff is compromised with having an open parking lot with access from all directions. This project would limit access to the parking lot and create a visible indicator that the area is restricted and only for authorized vehicles and personnel. Reserved parking for other City departments also utilizing the parking lot shall be maintained, as shall vehicular access to the City Auditorium loading dock.

SERVICE IMPACT: This project does not affect police department services to the public, however addresses significant public safety concerns and personnel safety concerns.

IMPACT IF NOT FUNDED: If not funded safety/liability concerns in the Department parking lot will continue.

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	0	0	30,000	0	0	0	0	0	0	0	30,000
	Total	0	0	30,000	0	0	0	0	0	0	0	30,000

PROJECT: POLICE - OPERATIONS #620-Police Department Security Fencing

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	30,000	Installation of security fencing around the perimeter of the Police Department Parking Lot. Project shall include provisions for continued vehicular access to the City Auditorium loading dock.
		$30,000	2023 Subtotal
	TOTAL	$30,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #621-Police Department Booking Room Renovations

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

☐ New	M	Safety	L	Facility Cond.	N/A	Productivity			
☐ Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	N/A	City Master Pl.	
☑ Rebuild	N/A	O + M Costs	N/A	Council Goals	L	Timeliness			

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

DESCRIPTION: This capital project would provide for renovations to the Police Department's booking area. This area receives a large amount of traffic and the work areas are in need of replacement and update.

SERVICE IMPACT: The current booking area is showing extreme wear and tear and is not conducive to being efficient or safe for those officers working in the area.

IMPACT IF NOT FUNDED: Continued degradation of the work area as well as continued concern for officer safety and efficiency in this work area.

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
General	G.O. Bonds	40,000	0	0	0	0	0	0	0	0	0	40,000
	Total	40,000	0	0	0	0	0	0	0	0	0	40,000

PROJECT: POLICE - OPERATIONS #621-Police Department Booking Room Renovations

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	General G.O. Bonds	40,000	Police Department Booking Area Renovations.
		$40,000	2021 Subtotal
	TOTAL	$40,000	

2021-2030
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CITY MANAGER /OPERATION #627-Parking Strategic Plan

I. PROJECT TYPE: Parking

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:									
	☐ New	N/A	Safety	H	Facility Cond.	H	Productivity		
	☑ Replace	N/A	Mandates	H	Service Def.	H	Tax Base Exp.	H	City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	H	Timeliness		

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

DESCRIPTION: This project replaces CIP 577 which existed prior to FY2021. The purpose of this project is to create, periodically update, and implement a Strategic Plan for the municipal parking system. The most recent Strategic Plan was accepted by the City Council in November 2017.

SERVICE IMPACT: By creating, periodically updating, and implementation of a strategic plan for the parking system, the City will be able to maintain and grow revenues, respond to capital needs, support economic development initiatives, and improve customer service.

IMPACT IF NOT FUNDED:

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2014 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten Years
Parking	G.O. Bonds	30,000*	0	0	0	0	100,000	0	0	0	0	130,000
	Total	30,000	0	0	0	0	100,000	0	0	0	0	130,000

PROJECT: CITY MANAGER /OPERATION #627-Parking Strategic Plan

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2021	Parking G.O. Bonds	30,000	Signage to support anticipated transition from leases to permits in School Street and Storrs Street Parking Garages, subject to negotiations with long-term lease holders. State Street Parking Garage transitioned from leases to permits on July 1, 2018 (FY2019). Scope may include updates to signage in the State Street Garage pending finalization of new permit program.
		$30,000	2021 Subtotal
2026	Parking G.O. Bonds	100,000	Update 2017 Strategic Parking Plan.
		$100,000	2026 Subtotal
	TOTAL	$130,000	

AFSCME WAGE SCHEDULE

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	$11.33	$11.63	$11.90	$12.21	$12.50	$12.80	$13.17	$13.49	$13.81	$14.16	$14.50	$14.86	$15.24	$15.65	$16.03	$16.43
	$453.20	$465.20	$476.00	$488.40	$500.00	$512.00	$526.80	$539.60	$552.40	$566.40	$580.00	$594.40	$609.60	$626.00	$641.20	$657.20
	$23,566.40	$24,190.40	$24,752.00	$25,396.80	$26,000.00	$26,624.00	$27,393.60	$28,059.20	$28,724.80	$29,452.80	$30,160.00	$30,908.80	$31,699.20	$32,552.00	$33,342.40	$34,174.40
2	$11.90	$12.21	$12.50	$12.80	$13.17	$13.49	$13.81	$14.16	$14.50	$14.86	$15.24	$15.65	$16.03	$16.42	$16.81	$17.23
	$476.00	$488.40	$500.00	$512.00	$526.80	$539.60	$552.40	$566.40	$580.00	$594.40	$609.60	$626.00	$641.20	$656.80	$672.40	$689.20
	$24,752.00	$25,396.80	$26,000.00	$26,624.00	$27,393.60	$28,059.20	$28,724.80	$29,452.80	$30,160.00	$30,908.80	$31,699.20	$32,552.00	$33,342.40	$34,153.60	$34,964.80	$35,838.40
3	$12.50	$12.80	$13.17	$13.49	$13.81	$14.16	$14.50	$14.86	$15.24	$15.65	$16.03	$16.42	$16.81	$17.23	$17.65	$18.09
	$500.00	$512.00	$526.80	$539.60	$552.40	$566.40	$580.00	$594.40	$609.60	$626.00	$641.20	$656.80	$672.40	$689.20	$706.00	$723.60
	$26,000.00	$26,624.00	$27,393.60	$28,059.20	$28,724.80	$29,452.80	$30,160.00	$30,908.80	$31,699.20	$32,552.00	$33,342.40	$34,153.60	$34,964.80	$35,838.40	$36,712.00	$37,627.20
4	$13.17	$13.49	$13.81	$14.16	$14.50	$14.86	$15.24	$15.65	$16.03	$16.42	$16.81	$17.23	$17.65	$18.13	$18.57	$19.03
	$526.80	$539.60	$552.40	$566.40	$580.00	$594.40	$609.60	$626.00	$641.20	$656.80	$672.40	$689.20	$706.00	$725.20	$742.80	$761.20
	$27,393.60	$28,059.20	$28,724.80	$29,452.80	$30,160.00	$30,908.80	$31,699.20	$32,552.00	$33,342.40	$34,153.60	$34,964.80	$35,838.40	$36,712.00	$37,710.40	$38,625.60	$39,582.40
5	$13.81	$14.16	$14.50	$14.86	$15.24	$15.65	$16.03	$16.42	$16.81	$17.23	$17.65	$18.13	$18.57	$19.04	$19.49	$19.98
	$552.40	$566.40	$580.00	$594.40	$609.60	$626.00	$641.20	$656.80	$672.40	$689.20	$706.00	$725.20	$742.80	$761.60	$779.60	$799.20
	$28,724.80	$29,452.80	$30,160.00	$30,908.80	$31,699.20	$32,552.00	$33,342.40	$34,153.60	$34,964.80	$35,838.40	$36,712.00	$37,710.40	$38,625.60	$39,603.20	$40,539.20	$41,558.40
6	$14.50	$14.86	$15.24	$15.65	$16.03	$16.42	$16.81	$17.23	$17.65	$18.13	$18.57	$19.04	$19.49	$19.98	$20.51	$21.02
	$580.00	$594.40	$609.60	$626.00	$641.20	$656.80	$672.40	$689.20	$706.00	$725.20	$742.80	$761.60	$779.60	$799.20	$820.40	$840.80
	$30,160.00	$30,908.80	$31,699.20	$32,552.00	$33,342.40	$34,153.60	$34,964.80	$35,838.40	$36,712.00	$37,710.40	$38,625.60	$39,603.20	$40,539.20	$41,558.40	$42,660.80	$43,721.60
7	$15.24	$15.65	$16.03	$16.42	$16.81	$17.23	$17.65	$18.13	$18.57	$19.04	$19.49	$19.98	$20.51	$21.01	$21.55	$22.09
	$609.60	$626.00	$641.20	$656.80	$672.40	$689.20	$706.00	$725.20	$742.80	$761.60	$779.60	$799.20	$820.40	$840.40	$862.00	$883.60
	$31,699.20	$32,552.00	$33,342.40	$34,153.60	$34,964.80	$35,838.40	$36,712.00	$37,710.40	$38,625.60	$39,603.20	$40,539.20	$41,558.40	$42,660.80	$43,700.80	$44,824.00	$45,947.20
8	$16.03	$16.42	$16.81	$17.23	$17.65	$18.13	$18.57	$19.04	$19.49	$19.98	$20.51	$21.01	$21.55	$22.07	$22.61	$23.18
	$641.20	$656.80	$672.40	$689.20	$706.00	$725.20	$742.80	$761.60	$779.60	$799.20	$820.40	$840.40	$862.00	$882.80	$904.40	$927.20
	$33,342.40	$34,153.60	$34,964.80	$35,838.40	$36,712.00	$37,710.40	$38,625.60	$39,603.20	$40,539.20	$41,558.40	$42,660.80	$43,700.80	$44,824.00	$45,905.60	$47,028.80	$48,214.40
9	$16.81	$17.23	$17.65	$18.13	$18.57	$19.04	$19.49	$19.98	$20.51	$21.01	$21.55	$22.07	$22.61	$23.21	$23.77	$24.36
	$672.40	$689.20	$706.00	$725.20	$742.80	$761.60	$779.60	$799.20	$820.40	$840.40	$862.00	$882.80	$904.40	$928.40	$950.80	$974.40
	$34,964.80	$35,838.40	$36,712.00	$37,710.40	$38,625.60	$39,603.20	$40,539.20	$41,558.40	$42,660.80	$43,700.80	$44,824.00	$45,905.60	$47,028.80	$48,276.80	$49,441.60	$50,668.80
10	$17.65	$18.13	$18.57	$19.04	$19.49	$19.98	$20.51	$21.01	$21.55	$22.07	$22.61	$23.21	$23.77	$24.35	$24.96	$25.58
	$706.00	$725.20	$742.80	$761.60	$779.60	$799.20	$820.40	$840.40	$862.00	$882.80	$904.40	$928.40	$950.80	$974.00	$998.40	$1,023.20
	$36,712.00	$37,710.40	$38,625.60	$39,603.20	$40,539.20	$41,558.40	$42,660.80	$43,700.80	$44,824.00	$45,905.60	$47,028.80	$48,276.80	$49,441.60	$50,648.00	$51,916.80	$53,206.40
11	$18.57	$19.04	$19.49	$19.98	$20.51	$21.01	$21.55	$22.07	$22.61	$23.21	$23.77	$24.35	$24.96	$25.60	$26.23	$26.89
	$742.80	$761.60	$779.60	$799.20	$820.40	$840.40	$862.00	$882.80	$904.40	$928.40	$950.80	$974.00	$998.40	$1,024.00	$1,049.20	$1,075.60
	$38,625.60	$39,603.20	$40,539.20	$41,558.40	$42,660.80	$43,700.80	$44,824.00	$45,905.60	$47,028.80	$48,276.80	$49,441.60	$50,648.00	$51,916.80	$53,248.00	$54,558.40	$55,931.20
12	$19.49	$19.98	$20.51	$21.01	$21.55	$22.07	$22.61	$23.21	$23.77	$24.35	$24.96	$25.60	$26.23	$26.89	$27.57	$28.26
	$779.60	$799.20	$820.40	$840.40	$862.00	$882.80	$904.40	$928.40	$950.80	$974.00	$998.40	$1,024.00	$1,049.20	$1,075.60	$1,102.80	$1,130.40
	$40,539.20	$41,558.40	$42,660.80	$43,700.80	$44,824.00	$45,905.60	$47,028.80	$48,276.80	$49,441.60	$50,648.00	$51,916.80	$53,248.00	$54,558.40	$55,931.20	$57,345.60	$58,780.80
13	$20.51	$21.01	$21.55	$22.07	$22.61	$23.21	$23.77	$24.35	$24.96	$25.60	$26.23	$26.89	$27.57	$28.27	$28.97	$29.69
	$820.40	$840.40	$862.00	$882.80	$904.40	$928.40	$950.80	$974.00	$998.40	$1,024.00	$1,049.20	$1,075.60	$1,102.80	$1,130.80	$1,158.80	$1,187.60
	$42,660.80	$43,700.80	$44,824.00	$45,905.60	$47,028.80	$48,276.80	$49,441.60	$50,648.00	$51,916.80	$53,248.00	$54,558.40	$55,931.20	$57,345.60	$58,801.60	$60,257.60	$61,755.20
14	$21.55	$22.07	$22.61	$23.21	$23.77	$24.35	$24.96	$25.60	$26.23	$26.89	$27.57	$28.27	$28.97	$29.68	$30.43	$31.19
	$862.00	$882.80	$904.40	$928.40	$950.80	$974.00	$998.40	$1,024.00	$1,049.20	$1,075.60	$1,102.80	$1,130.80	$1,158.80	$1,187.20	$1,217.20	$1,247.60
	$44,824.00	$45,905.60	$47,028.80	$48,276.80	$49,441.60	$50,648.00	$51,916.80	$53,248.00	$54,558.40	$55,931.20	$57,345.60	$58,801.60	$60,257.60	$61,734.40	$63,294.40	$64,875.20
15	$22.61	$23.21	$23.77	$24.35	$24.96	$25.60	$26.23	$26.89	$27.57	$28.27	$28.97	$29.68	$30.43	$31.18	$31.94	$32.74
	$904.40	$928.40	$950.80	$974.00	$998.40	$1,024.00	$1,049.20	$1,075.60	$1,102.80	$1,130.80	$1,158.80	$1,187.20	$1,217.20	$1,247.20	$1,277.60	$1,309.60
	$47,028.80	$48,276.80	$49,441.60	$50,648.00	$51,916.80	$53,248.00	$54,558.40	$55,931.20	$57,345.60	$58,801.60	$60,257.60	$61,734.40	$63,294.40	$64,854.40	$66,435.20	$68,099.20
16	$23.77	$24.35	$24.96	$25.60	$26.23	$26.89	$27.57	$28.27	$28.97	$29.68	$30.43	$31.18	$31.94	$32.78	$33.59	$34.43
	$950.80	$974.00	$998.40	$1,024.00	$1,049.20	$1,075.60	$1,102.80	$1,130.80	$1,158.80	$1,187.20	$1,217.20	$1,247.20	$1,277.60	$1,311.20	$1,343.60	$1,377.20
	$49,441.60	$50,648.00	$51,916.80	$53,248.00	$54,558.40	$55,931.20	$57,345.60	$58,801.60	$60,257.60	$61,734.40	$63,294.40	$64,854.40	$66,435.20	$68,182.40	$69,867.20	$71,614.40

CFOA Wage Schedule 07-07-19
2.5% COLA

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
18	$25.57	$26.21	$26.88	$27.54	$28.25	$28.96	$29.67	$30.40	$31.16	$31.95	$32.74	$33.56	$34.41	$35.26	$36.16	$37.04
40 Hr.	$1,022.80	$1,048.40	$1,075.20	$1,101.60	$1,130.00	$1,158.40	$1,186.80	$1,216.00	$1,246.40	$1,278.00	$1,309.60	$1,342.40	$1,376.40	$1,410.40	$1,446.40	$1,481.60
ALSO	$53,185.60	$54,516.80	$55,910.40	$57,283.20	$58,760.00	$60,236.80	$61,713.60	$63,232.00	$64,812.80	$66,456.00	$68,099.20	$69,804.80	$71,572.80	$73,340.80	$75,212.80	$77,043.20
20	$28.25	$28.96	$29.67	$30.40	$31.16	$31.95	$32.74	$33.56	$34.41	$35.26	$36.16	$37.04	$37.98	$38.91	$39.89	$40.90
40 Hr.	$1,130.00	$1,158.40	$1,186.80	$1,216.00	$1,246.40	$1,278.00	$1,309.60	$1,342.40	$1,376.40	$1,410.40	$1,446.40	$1,481.60	$1,519.20	$1,556.40	$1,595.60	$1,636.00
LSO/Com Sup/FATS	$58,760.00	$60,236.80	$61,713.60	$63,232.00	$64,812.80	$66,456.00	$68,099.20	$69,804.80	$71,572.80	$73,340.80	$75,212.80	$77,043.20	$78,998.40	$80,932.80	$82,971.20	$85,072.00
18	$25.57	$26.21	$26.88	$27.54	$28.25	$28.96	$29.67	$30.40	$31.16	$31.95	$32.74	$33.56	$34.41	$35.26	$36.16	$37.04
42 Hr.	$1,073.94	$1,100.82	$1,128.96	$1,156.68	$1,186.50	$1,216.32	$1,246.14	$1,276.80	$1,308.72	$1,341.90	$1,375.08	$1,409.52	$1,445.22	$1,480.92	$1,518.72	$1,555.68
LT.	$55,844.88	$57,242.64	$58,705.92	$60,147.36	$61,698.00	$63,248.64	$64,799.28	$66,393.60	$68,053.44	$69,778.80	$71,504.16	$73,295.04	$75,151.44	$77,007.84	$78,973.44	$80,895.36
19	$26.88	$27.54	$28.25	$28.96	$29.67	$30.40	$31.16	$31.95	$32.74	$33.56	$34.41	$35.26	$36.16	$37.04	$37.98	$38.91
42 Hr.	$1,128.96	$1,156.68	$1,186.50	$1,216.32	$1,246.14	$1,276.80	$1,308.72	$1,341.90	$1,375.08	$1,409.52	$1,445.22	$1,480.92	$1,518.72	$1,555.68	$1,595.16	$1,634.22
P/Lt.	$58,705.92	$60,147.36	$61,698.00	$63,248.64	$64,799.28	$66,393.60	$68,053.44	$69,778.80	$71,504.16	$73,295.04	$75,151.44	$77,007.84	$78,973.44	$80,895.36	$82,948.32	$84,979.44
20	$28.25	$28.96	$29.67	$30.40	$31.16	$31.95	$32.74	$33.56	$34.41	$35.26	$36.16	$37.04	$37.98	$38.91	$39.89	$40.90
42 Hr.	$1,186.50	$1,216.32	$1,246.14	$1,276.80	$1,308.72	$1,341.90	$1,375.08	$1,409.52	$1,445.22	$1,480.92	$1,518.72	$1,555.68	$1,595.16	$1,634.22	$1,675.38	$1,717.80
Captain	$61,698.00	$63,248.64	$64,799.28	$66,393.60	$68,053.44	$69,778.80	$71,504.16	$73,295.04	$75,151.44	$77,007.84	$78,973.44	$80,895.36	$82,948.32	$84,979.44	$87,119.76	$89,325.60
21	$31.16	$31.95	$32.74	$33.56	$34.41	$35.26	$36.16	$37.04	$37.98	$38.91	$39.89	$40.90	$41.93	$42.96	$44.04	$45.13
42 Hr.	$1,308.72	$1,341.90	$1,375.08	$1,409.52	$1,445.22	$1,480.92	$1,518.72	$1,555.68	$1,595.16	$1,634.22	$1,675.38	$1,717.80	$1,761.06	$1,804.32	$1,849.68	$1,895.46
B/C	$68,053.44	$69,778.80	$71,504.16	$73,295.04	$75,151.44	$77,007.84	$78,973.44	$80,895.36	$82,948.32	$84,979.44	$87,119.76	$89,325.60	$91,575.12	$93,824.64	$96,183.36	$98,563.92

CPPA 2020

Effective 1/5/2020	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 4% MPO @ 10 years	MAX + 5% MPO @ 15 Years	MAX+ 5% MPO +3% 20 YR
Hourly	$ 25.97	$ 27.27	$ 28.91	$ 30.64	$ 32.48	$ 34.43	$ 34.43	$ 35.81	$ 36.15	$ 37.23
Weekly	$ 1,038.80	$ 1,090.80	$ 1,156.40	$ 1,225.60	$ 1,299.20	$ 1,377.20	$ 1,377.20	$ 1,432.40	$ 1,446.00	$ 1,489.20
Yearly	$ 54,017.60	$ 56,721.60	$ 60,132.80	$ 63,731.20	$ 67,558.40	$ 71,614.40	$ 71,614.40	$ 74,484.80	$ 75,192.00	$ 77,438.40
Merit 3%	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,148.43	$ 2,234.54	$ 2,255.76	$ 2,323.15
Total Yearly	$ 54,017.60	$ 56,721.60	$ 60,132.80	$ 63,731.20	$ 67,558.40	$ 71,614.40	$ 73,762.83	$ 76,719.34	$ 77,447.76	$ 79,761.55

DEU 7%

Effective 1/5/2020	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 4% MPO @ 10 years	MAX + 5% MPO @ 15 Years	MAX+ 5% MPO +3% 20 YR
Hourly	$ 27.79	$ 29.18	$ 30.93	$ 32.78	$ 34.75	$ 36.84	$ 36.84	$ 38.31	$ 38.68	$ 39.84
Weekly	$ 1,111.60	$ 1,167.20	$ 1,237.20	$ 1,311.20	$ 1,390.00	$ 1,473.60	$ 1,473.60	$ 1,532.40	$ 1,547.20	$ 1,593.60
Yearly	$ 57,803.20	$ 60,694.40	$ 64,334.40	$ 68,182.40	$ 72,280.00	$ 76,627.20	$ 76,627.20	$ 79,684.80	$ 80,454.40	$ 82,867.20
Merit 3%	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,298.82	$ 2,390.54	$ 2,413.63	$ 2,486.02
Total Yearly	$ 57,803.20	$ 60,694.40	$ 64,334.40	$ 68,182.40	$ 72,280.00	$ 76,627.20	$ 78,926.02	$ 82,075.34	$ 82,868.03	$ 85,353.22

CID, DVO, CRO and SRO 1.5%

Effective 1/5/2020	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 4% MPO @ 10 years	MAX + 5% MPO @ 15 Years	MAX+ 5% MPO +3% 20 YR
Hourly	$ 26.36	$ 27.68	$ 29.34	$ 31.10	$ 32.97	$ 34.95	$ 34.95	$ 36.35	$ 36.70	$ 37.80
Weekly	$ 1,054.40	$ 1,107.20	$ 1,173.60	$ 1,244.00	$ 1,318.80	$ 1,398.00	$ 1,398.00	$ 1,454.00	$ 1,468.00	$ 1,512.00
Yearly	$ 54,828.80	$ 57,574.40	$ 61,027.20	$ 64,688.00	$ 68,577.60	$ 72,696.00	$ 72,696.00	$ 75,608.00	$ 76,336.00	$ 78,624.00
Merit 3%	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,180.88	$ 2,268.24	$ 2,290.08	$ 2,358.72
Total Yearly	$ 54,828.80	$ 57,574.40	$ 61,027.20	$ 64,688.00	$ 68,577.60	$ 72,696.00	$ 74,876.88	$ 77,876.24	$ 78,626.08	$ 80,982.72

CPSA Effective 1/5/2020 - 2.75% COLA, Blended (Adjusted) rate for sworn positions.

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	$24.59	$25.33	$26.08	$26.86	$27.66	$28.49	$29.36	$30.25	$31.13	$32.07	$32.07
Weekly	$983.60	$1,013.20	$1,043.20	$1,074.40	$1,106.40	$1,139.60	$1,174.40	$1,210.00	$1,245.20	$1,282.80	$1,282.80
Yearly	$51,147.20	$52,686.40	$54,246.40	$55,868.80	$57,532.80	$59,259.20	$61,068.80	$62,920.00	$64,750.40	$66,705.60	$66,705.60
Merit											$2,001.17
Yearly *											$68,706.77

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	$31.41	$32.35	$33.30	$34.33	$35.36	$36.39	$37.45	$38.61	$39.78	$40.98	$40.98
Weekly	$1,256.40	$1,294.00	$1,332.00	$1,373.20	$1,414.40	$1,455.60	$1,498.00	$1,544.40	$1,591.20	$1,639.20	$1,639.20
Yearly	$65,332.80	$67,288.00	$69,264.00	$71,406.40	$73,548.80	$75,691.20	$77,896.00	$80,308.80	$82,742.40	$85,238.40	$85,238.40
Merit											$2,557.15
Yearly *											$87,795.55

CID, CSD, PDU, FTO - 1.5%

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	$31.88	$32.84	$33.80	$34.84	$35.89	$36.94	$38.01	$39.19	$40.38	$41.59	$41.59
Weekly	$1,275.20	$1,313.60	$1,352.00	$1,393.60	$1,435.60	$1,477.60	$1,520.40	$1,567.60	$1,615.20	$1,663.60	$1,663.60
Yearly	$66,310.40	$68,307.20	$70,304.00	$72,467.20	$74,651.20	$76,835.20	$79,060.80	$81,515.20	$83,990.40	$86,507.20	$86,507.20
Merit											$2,595.22
Yearly *											$89,102.42

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	$32.57	$33.52	$34.49	$35.49	$36.51	$37.59	$38.63	$39.77	$40.97	$42.15	$42.15
Weekly	$1,302.80	$1,340.80	$1,379.60	$1,419.60	$1,460.40	$1,503.60	$1,545.20	$1,590.80	$1,638.80	$1,686.00	$1,686.00
Yearly	$67,745.60	$69,721.60	$71,739.20	$73,819.20	$75,940.80	$78,187.20	$80,350.40	$82,721.60	$85,217.60	$87,672.00	$87,672.00
Merit											$2,630.16
Yearly *											$90,302.16

CID, CSD, PDU, FTO - 1.5%

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	$33.06	$34.02	$35.01	$36.02	$37.06	$38.15	$39.21	$40.37	$41.58	$42.78	$42.78
Weekly	$1,322.40	$1,360.80	$1,400.40	$1,440.80	$1,482.40	$1,526.00	$1,568.40	$1,614.80	$1,663.20	$1,711.20	$1,711.20
Yearly	$68,764.80	$70,761.60	$72,820.80	$74,921.60	$77,084.80	$79,352.00	$81,556.80	$83,969.60	$86,486.40	$88,982.40	$88,982.40
Merit											$2,669.47
Yearly *											$91,651.87

Sergeant DEU 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	$32.98	$33.96	$34.97	$36.03	$37.13	$38.21	$39.32	$40.55	$41.79	$43.01	$43.01
Weekly	$1,319.20	$1,358.40	$1,398.80	$1,441.20	$1,485.20	$1,528.40	$1,572.80	$1,622.00	$1,671.60	$1,720.40	$1,720.40
Yearly	$68,598.40	$70,636.80	$72,737.60	$74,942.40	$77,230.40	$79,476.80	$81,785.60	$84,344.00	$86,923.20	$89,460.80	$89,460.80
Merit											$2,683.82
Yearly *											$92,144.62

Sergeant DEU 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	$34.14	$35.14	$36.17	$37.24	$38.28	$39.40	$40.52	$41.71	$42.95	$44.20	$44.20
Weekly	$1,365.60	$1,405.60	$1,446.80	$1,489.60	$1,531.20	$1,576.00	$1,620.80	$1,668.40	$1,718.00	$1,768.00	$1,768.00
Yearly	$71,011.20	$73,091.20	$75,233.60	$77,459.20	$79,622.40	$81,952.00	$84,281.60	$86,756.80	$89,336.00	$91,936.00	$91,936.00
Merit											$2,758.08
Yearly *											$94,694.08

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	$36.32	$37.36	$38.53	$39.67	$40.82	$42.09	$43.36	$44.68	$46.00	$47.36	$47.36
Weekly	$1,452.80	$1,494.40	$1,541.20	$1,586.80	$1,632.80	$1,683.60	$1,734.40	$1,787.20	$1,840.00	$1,894.40	$1,894.40
Yearly	$75,545.60	$77,708.80	$80,142.40	$82,513.60	$84,905.60	$87,547.20	$90,188.80	$92,934.40	$95,680.00	$98,508.80	$98,508.80
Merit											$2,955.26
Yearly *											$101,464.06

CID, CSD, PDU, FTO - 1.5%

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	$36.86	$37.92	$39.11	$40.27	$41.43	$42.72	$44.01	$45.35	$46.69	$48.07	$48.07
Weekly	$1,474.40	$1,516.80	$1,564.40	$1,610.80	$1,657.20	$1,708.80	$1,760.40	$1,814.00	$1,867.60	$1,922.80	$1,922.80
Yearly	$76,668.80	$78,873.60	$81,348.80	$83,761.60	$86,174.40	$88,857.60	$91,540.80	$94,328.00	$97,115.20	$99,985.60	$99,985.60
Merit											$2,999.57
Yearly *											$102,985.17

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	$37.48	$38.55	$39.68	$40.86	$41.99	$43.27	$44.53	$45.84	$47.17	$48.53	$48.53
Weekly	$1,499.20	$1,542.00	$1,587.20	$1,634.40	$1,679.60	$1,730.80	$1,781.20	$1,833.60	$1,886.80	$1,941.20	$1,941.20
Yearly	$77,958.40	$80,184.00	$82,534.40	$84,988.80	$87,339.20	$90,001.60	$92,622.40	$95,347.20	$98,113.60	$100,942.40	$100,942.40
Merit											$3,028.27
Yearly *											$103,970.67

CID, CSD, PDU, FTO - 1.5%											
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	$38.04	$39.13	$40.28	$41.47	$42.62	$43.92	$45.20	$46.53	$47.88	$49.26	$49.26
Weekly	$1,521.60	$1,565.20	$1,611.20	$1,658.80	$1,704.80	$1,756.80	$1,808.00	$1,861.20	$1,915.20	$1,970.40	$1,970.40
Yearly	$79,123.20	$81,390.40	$83,782.40	$86,257.60	$88,649.60	$91,353.60	$94,016.00	$96,782.40	$99,590.40	$102,460.80	$102,460.80
Merit											$3,073.82
Yearly *											$105,534.62
Parking Supervisor (Rates in effect as of 2/1/2019)											
Grade 18	**A**	**B**	**C**	**D**	**E**	**F**	**G**	**H**	**I**	**J**	**K**
Hourly	$24.54	$25.16	$25.79	$26.42	$27.11	$27.79	$28.46	$29.17	$29.90	$30.65	$31.43
Weekly	$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
Yearly	$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
	L	**M**	**N**	**O**	**P**						
Hourly	$32.21	$33.03	$33.86	$34.70	$35.58						
Weekly	$1,288.40	$1,321.20	$1,354.40	$1,388.00	$1,423.20						
Yearly	$66,996.80	$68,702.40	$70,428.80	$72,176.00	$74,006.40						

IAFF Wage Schedule 07-07-2019

2.5% COLA

2019																
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
12	$18.55	$19.00	$19.49	$19.98	$20.48	$21.00	$21.51	$22.05	$22.60	$23.15	$23.75	$24.34	$24.95	$25.57	$26.22	$26.87
Dispatcher	$742.00	$760.00	$779.60	$799.20	$819.20	$840.00	$860.40	$882.00	$904.00	$926.00	$950.00	$973.60	$998.00	$1,022.80	$1,048.80	$1,074.80
40 Hr.	$38,584.00	$39,520.00	$40,539.20	$41,558.40	$42,598.40	$43,680.00	$44,740.80	$45,864.00	$47,008.00	$48,152.00	$49,400.00	$50,627.20	$51,896.00	$53,185.60	$54,537.60	$55,889.60
13	$19.49	$19.98	$20.48	$21.00	$21.51	$22.05	$22.60	$23.15	$23.75	$24.34	$24.95	$25.57	$26.22	$26.87	$27.55	$28.24
Lead Dispatcher	$779.60	$799.20	$819.20	$840.00	$860.40	$882.00	$904.00	$926.00	$950.00	$973.60	$998.00	$1,022.80	$1,048.80	$1,074.80	$1,102.00	$1,129.60
40 Hr.	$40,539.20	$41,558.40	$42,598.40	$43,680.00	$44,740.80	$45,864.00	$47,008.00	$48,152.00	$49,400.00	$50,627.20	$51,896.00	$53,185.60	$54,537.60	$55,889.60	$57,304.00	$58,739.20
16	$22.60	$23.15	$23.75	$24.34	$24.95	$25.57	$26.22	$26.87	$27.55	$28.24	$28.94	$29.66	$30.40	$31.16	$31.94	$32.74
FATT	$904.00	$926.00	$950.00	$973.60	$998.00	$1,022.80	$1,048.80	$1,074.80	$1,102.00	$1,129.60	$1,157.60	$1,186.40	$1,216.00	$1,246.40	$1,277.60	$1,309.60
40 Hr.	$47,008.00	$48,152.00	$49,400.00	$50,627.20	$51,896.00	$53,185.60	$54,537.60	$55,889.60	$57,304.00	$58,739.20	$60,195.20	$61,692.80	$63,232.00	$64,812.80	$66,435.20	$68,099.20
15	$21.51	$22.05	$22.60	$23.15	$23.75	$24.34	$24.95	$25.57	$26.22	$26.87	$27.55	$28.24	$28.94	$29.66	$30.40	$31.16
FF	$903.42	$926.10	$949.20	$972.30	$997.50	$1,022.28	$1,047.90	$1,073.94	$1,101.24	$1,128.54	$1,157.10	$1,186.08	$1,215.48	$1,245.72	$1,276.80	$1,308.72
42 Hr	$46,977.84	$48,157.20	$49,358.40	$50,559.60	$51,870.00	$53,158.56	$54,490.80	$55,844.88	$57,264.48	$58,684.08	$60,169.20	$61,676.16	$63,204.96	$64,777.44	$66,393.60	$68,053.44
17	$23.75	$24.34	$24.95	$25.57	$26.22	$26.87	$27.55	$28.24	$28.94	$29.66	$30.40	$31.16	$31.94	$32.74	$33.56	$34.40
FF/P	$997.50	$1,022.28	$1,047.90	$1,073.94	$1,101.24	$1,128.54	$1,157.10	$1,186.08	$1,215.48	$1,245.72	$1,276.80	$1,308.72	$1,341.48	$1,375.08	$1,409.52	$1,444.80
42 Hr.	$51,870.00	$53,158.56	$54,490.80	$55,844.88	$57,264.48	$58,684.08	$60,169.20	$61,676.16	$63,204.96	$64,777.44	$66,393.60	$68,053.44	$69,756.96	$71,504.16	$73,295.04	$75,129.60

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	$ 10.89	$ 11.17	$ 11.47	$ 11.73	$ 12.04	$ 12.32	$ 12.63	$ 12.96	$ 13.29	$ 13.60	$ 13.96	$ 14.29	$ 14.65	$ 15.03	$ 15.40	$ 15.78
	$ 435.60	$ 446.80	$ 458.80	$ 469.20	$ 481.60	$ 492.80	$ 505.20	$ 518.40	$ 531.60	$ 544.00	$ 558.40	$ 571.60	$ 586.00	$ 601.20	$ 616.00	$ 631.20
	$ 22,651.20	$ 23,233.60	$ 23,857.60	$ 24,398.40	$ 25,043.20	$ 25,625.60	$ 26,270.40	$ 26,956.80	$ 27,643.20	$ 28,288.00	$ 29,036.80	$ 29,723.20	$ 30,472.00	$ 31,262.40	$ 32,032.00	$ 32,822.40
2	$ 11.47	$ 11.73	$ 12.04	$ 12.32	$ 12.63	$ 12.96	$ 13.29	$ 13.60	$ 13.96	$ 14.29	$ 14.65	$ 15.03	$ 15.40	$ 15.78	$ 16.19	$ 16.56
	$ 458.80	$ 469.20	$ 481.60	$ 492.80	$ 505.20	$ 518.40	$ 531.60	$ 544.00	$ 558.40	$ 571.60	$ 586.00	$ 601.20	$ 616.00	$ 631.20	$ 647.60	$ 662.40
	$ 23,857.60	$ 24,398.40	$ 25,043.20	$ 25,625.60	$ 26,270.40	$ 26,956.80	$ 27,643.20	$ 28,288.00	$ 29,036.80	$ 29,723.20	$ 30,472.00	$ 31,262.40	$ 32,032.00	$ 32,822.40	$ 33,675.20	$ 34,444.80
3	$ 12.04	$ 12.32	$ 12.63	$ 12.96	$ 13.29	$ 13.60	$ 13.96	$ 14.29	$ 14.65	$ 15.03	$ 15.40	$ 15.78	$ 16.19	$ 16.56	$ 16.98	$ 17.40
	$ 481.60	$ 492.80	$ 505.20	$ 518.40	$ 531.60	$ 544.00	$ 558.40	$ 571.60	$ 586.00	$ 601.20	$ 616.00	$ 631.20	$ 647.60	$ 662.40	$ 679.20	$ 696.00
	$ 25,043.20	$ 25,625.60	$ 26,270.40	$ 26,956.80	$ 27,643.20	$ 28,288.00	$ 29,036.80	$ 29,723.20	$ 30,472.00	$ 31,262.40	$ 32,032.00	$ 32,822.40	$ 33,675.20	$ 34,444.80	$ 35,318.40	$ 36,192.00
4	$ 12.63	$ 12.96	$ 13.29	$ 13.60	$ 13.96	$ 14.29	$ 14.65	$ 15.03	$ 15.40	$ 15.78	$ 16.19	$ 16.56	$ 16.98	$ 17.40	$ 17.85	$ 18.30
	$ 505.20	$ 518.40	$ 531.60	$ 544.00	$ 558.40	$ 571.60	$ 586.00	$ 601.20	$ 616.00	$ 631.20	$ 647.60	$ 662.40	$ 679.20	$ 696.00	$ 714.00	$ 732.00
	$ 26,270.40	$ 26,956.80	$ 27,643.20	$ 28,288.00	$ 29,036.80	$ 29,723.20	$ 30,472.00	$ 31,262.40	$ 32,032.00	$ 32,822.40	$ 33,675.20	$ 34,444.80	$ 35,318.40	$ 36,192.00	$ 37,128.00	$ 38,064.00
5	$ 13.29	$ 13.60	$ 13.96	$ 14.29	$ 14.65	$ 15.03	$ 15.40	$ 15.78	$ 16.19	$ 16.56	$ 16.98	$ 17.40	$ 17.85	$ 18.30	$ 18.76	$ 19.20
	$ 531.60	$ 544.00	$ 558.40	$ 571.60	$ 586.00	$ 601.20	$ 616.00	$ 631.20	$ 647.60	$ 662.40	$ 679.20	$ 696.00	$ 714.00	$ 732.00	$ 750.40	$ 768.00
	$ 27,643.20	$ 28,288.00	$ 29,036.80	$ 29,723.20	$ 30,472.00	$ 31,262.40	$ 32,032.00	$ 32,822.40	$ 33,675.20	$ 34,444.80	$ 35,318.40	$ 36,192.00	$ 37,128.00	$ 38,064.00	$ 39,020.80	$ 39,936.00
6	$ 13.96	$ 14.29	$ 14.65	$ 15.03	$ 15.40	$ 15.78	$ 16.19	$ 16.56	$ 16.98	$ 17.40	$ 17.85	$ 18.30	$ 18.76	$ 19.20	$ 19.72	$ 20.21
	$ 558.40	$ 571.60	$ 586.00	$ 601.20	$ 616.00	$ 631.20	$ 647.60	$ 662.40	$ 679.20	$ 696.00	$ 714.00	$ 732.00	$ 750.40	$ 768.00	$ 788.80	$ 808.40
	$ 29,036.80	$ 29,723.20	$ 30,472.00	$ 31,262.40	$ 32,032.00	$ 32,822.40	$ 33,675.20	$ 34,444.80	$ 35,318.40	$ 36,192.00	$ 37,128.00	$ 38,064.00	$ 39,020.80	$ 39,936.00	$ 41,017.60	$ 42,036.80
7	$ 14.65	$ 15.03	$ 15.40	$ 15.78	$ 16.19	$ 16.56	$ 16.98	$ 17.40	$ 17.85	$ 18.30	$ 18.76	$ 19.20	$ 19.72	$ 20.21	$ 20.72	$ 21.23
	$ 586.00	$ 601.20	$ 616.00	$ 631.20	$ 647.60	$ 662.40	$ 679.20	$ 696.00	$ 714.00	$ 732.00	$ 750.40	$ 768.00	$ 788.80	$ 808.40	$ 828.80	$ 849.20
	$ 30,472.00	$ 31,262.40	$ 32,032.00	$ 32,822.40	$ 33,675.20	$ 34,444.80	$ 35,318.40	$ 36,192.00	$ 37,128.00	$ 38,064.00	$ 39,020.80	$ 39,936.00	$ 41,017.60	$ 42,036.80	$ 43,097.60	$ 44,158.40
8	$ 15.40	$ 15.78	$ 16.19	$ 16.56	$ 16.98	$ 17.40	$ 17.85	$ 18.30	$ 18.76	$ 19.20	$ 19.72	$ 20.21	$ 20.72	$ 21.23	$ 21.75	$ 22.29
	$ 616.00	$ 631.20	$ 647.60	$ 662.40	$ 679.20	$ 696.00	$ 714.00	$ 732.00	$ 750.40	$ 768.00	$ 788.80	$ 808.40	$ 828.80	$ 849.20	$ 870.00	$ 891.60
	$ 32,032.00	$ 32,822.40	$ 33,675.20	$ 34,444.80	$ 35,318.40	$ 36,192.00	$ 37,128.00	$ 38,064.00	$ 39,020.80	$ 39,936.00	$ 41,017.60	$ 42,036.80	$ 43,097.60	$ 44,158.40	$ 45,240.00	$ 46,363.20
9	$ 16.19	$ 16.56	$ 16.98	$ 17.40	$ 17.85	$ 18.30	$ 18.76	$ 19.20	$ 19.72	$ 20.21	$ 20.72	$ 21.23	$ 21.75	$ 22.29	$ 22.85	$ 23.43
	$ 647.60	$ 662.40	$ 679.20	$ 696.00	$ 714.00	$ 732.00	$ 750.40	$ 768.00	$ 788.80	$ 808.40	$ 828.80	$ 849.20	$ 870.00	$ 891.60	$ 914.00	$ 937.20
	$ 33,675.20	$ 34,444.80	$ 35,318.40	$ 36,192.00	$ 37,128.00	$ 38,064.00	$ 39,020.80	$ 39,936.00	$ 41,017.60	$ 42,036.80	$ 43,097.60	$ 44,158.40	$ 45,240.00	$ 46,363.20	$ 47,528.00	$ 48,734.40
10	$ 16.98	$ 17.40	$ 17.85	$ 18.30	$ 18.76	$ 19.20	$ 19.72	$ 20.21	$ 20.72	$ 21.23	$ 21.75	$ 22.29	$ 22.85	$ 23.43	$ 24.00	$ 24.61
	$ 679.20	$ 696.00	$ 714.00	$ 732.00	$ 750.40	$ 768.00	$ 788.80	$ 808.40	$ 828.80	$ 849.20	$ 870.00	$ 891.60	$ 914.00	$ 937.20	$ 960.00	$ 984.40
	$ 35,318.40	$ 36,192.00	$ 37,128.00	$ 38,064.00	$ 39,020.80	$ 39,936.00	$ 41,017.60	$ 42,036.80	$ 43,097.60	$ 44,158.40	$ 45,240.00	$ 46,363.20	$ 47,528.00	$ 48,734.40	$ 49,920.00	$ 51,188.80
11	$ 17.85	$ 18.30	$ 18.76	$ 19.20	$ 19.72	$ 20.21	$ 20.72	$ 21.23	$ 21.75	$ 22.29	$ 22.85	$ 23.43	$ 24.00	$ 24.61	$ 25.21	$ 25.85
	$ 714.00	$ 732.00	$ 750.40	$ 768.00	$ 788.80	$ 808.40	$ 828.80	$ 849.20	$ 870.00	$ 891.60	$ 914.00	$ 937.20	$ 960.00	$ 984.40	$ 1,008.40	$ 1,034.00
	$ 37,128.00	$ 38,064.00	$ 39,020.80	$ 39,936.00	$ 41,017.60	$ 42,036.80	$ 43,097.60	$ 44,158.40	$ 45,240.00	$ 46,363.20	$ 47,528.00	$ 48,734.40	$ 49,920.00	$ 51,188.80	$ 52,436.80	$ 53,768.00
12	$ 18.76	$ 19.20	$ 19.72	$ 20.21	$ 20.72	$ 21.23	$ 21.75	$ 22.29	$ 22.85	$ 23.43	$ 24.00	$ 24.61	$ 25.21	$ 25.85	$ 26.50	$ 27.15
	$ 750.40	$ 768.00	$ 788.80	$ 808.40	$ 828.80	$ 849.20	$ 870.00	$ 891.60	$ 914.00	$ 937.20	$ 960.00	$ 984.40	$ 1,008.40	$ 1,034.00	$ 1,060.00	$ 1,086.00
	$ 39,020.80	$ 39,936.00	$ 41,017.60	$ 42,036.80	$ 43,097.60	$ 44,158.40	$ 45,240.00	$ 46,363.20	$ 47,528.00	$ 48,734.40	$ 49,920.00	$ 51,188.80	$ 52,436.80	$ 53,768.00	$ 55,120.00	$ 56,472.00
13	$ 19.72	$ 20.21	$ 20.72	$ 21.23	$ 21.75	$ 22.29	$ 22.85	$ 23.43	$ 24.00	$ 24.61	$ 25.21	$ 25.85	$ 26.50	$ 27.15	$ 27.86	$ 28.55
	$ 788.80	$ 808.40	$ 828.80	$ 849.20	$ 870.00	$ 891.60	$ 914.00	$ 937.20	$ 960.00	$ 984.40	$ 1,008.40	$ 1,034.00	$ 1,060.00	$ 1,086.00	$ 1,114.40	$ 1,142.00
	$ 41,017.60	$ 42,036.80	$ 43,097.60	$ 44,158.40	$ 45,240.00	$ 46,363.20	$ 47,528.00	$ 48,734.40	$ 49,920.00	$ 51,188.80	$ 52,436.80	$ 53,768.00	$ 55,120.00	$ 56,472.00	$ 57,948.80	$ 59,384.00
14	$ 20.72	$ 21.23	$ 21.75	$ 22.29	$ 22.85	$ 23.43	$ 24.00	$ 24.61	$ 25.21	$ 25.85	$ 26.50	$ 27.15	$ 27.86	$ 28.55	$ 29.24	$ 29.97
	$ 828.80	$ 849.20	$ 870.00	$ 891.60	$ 914.00	$ 937.20	$ 960.00	$ 984.40	$ 1,008.40	$ 1,034.00	$ 1,060.00	$ 1,086.00	$ 1,114.40	$ 1,142.00	$ 1,169.60	$ 1,198.80
	$ 43,097.60	$ 44,158.40	$ 45,240.00	$ 46,363.20	$ 47,528.00	$ 48,734.40	$ 49,920.00	$ 51,188.80	$ 52,436.80	$ 53,768.00	$ 55,120.00	$ 56,472.00	$ 57,948.80	$ 59,384.00	$ 60,819.20	$ 62,337.60

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	$ 21.75	$ 22.29	$ 22.85	$ 23.43	$ 24.00	$ 24.61	$ 25.21	$ 25.85	$ 26.50	$ 27.15	$ 27.86	$ 28.55	$ 29.24	$ 29.97	$ 30.72	$ 31.49
	$ 870.00	$ 891.60	$ 914.00	$ 937.20	$ 960.00	$ 984.40	$ 1,008.40	$ 1,034.00	$ 1,060.00	$ 1,086.00	$ 1,114.40	$ 1,142.00	$ 1,169.60	$ 1,198.80	$ 1,228.80	$ 1,259.60
	$ 45,240.00	$ 46,363.20	$ 47,528.00	$ 48,734.40	$ 49,920.00	$ 51,188.80	$ 52,436.80	$ 53,768.00	$ 55,120.00	$ 56,472.00	$ 57,948.80	$ 59,384.00	$ 60,819.20	$ 62,337.60	$ 63,897.60	$ 65,499.20
16	$ 22.85	$ 23.43	$ 24.00	$ 24.61	$ 25.21	$ 25.85	$ 26.50	$ 27.15	$ 27.86	$ 28.55	$ 29.24	$ 29.97	$ 30.72	$ 31.49	$ 32.29	$ 33.10
	$ 914.00	$ 937.20	$ 960.00	$ 984.40	$ 1,008.40	$ 1,034.00	$ 1,060.00	$ 1,086.00	$ 1,114.40	$ 1,142.00	$ 1,169.60	$ 1,198.80	$ 1,228.80	$ 1,259.60	$ 1,291.60	$ 1,324.00
	$ 47,528.00	$ 48,734.40	$ 49,920.00	$ 51,188.80	$ 52,436.80	$ 53,768.00	$ 55,120.00	$ 56,472.00	$ 57,948.80	$ 59,384.00	$ 60,819.20	$ 62,337.60	$ 63,897.60	$ 65,499.20	$ 67,163.20	$ 68,848.00
17	$ 24.00	$ 24.61	$ 25.21	$ 25.85	$ 26.50	$ 27.15	$ 27.86	$ 28.55	$ 29.24	$ 29.97	$ 30.72	$ 31.49	$ 32.29	$ 33.10	$ 33.94	$ 34.79
	$ 960.00	$ 984.40	$ 1,008.40	$ 1,034.00	$ 1,060.00	$ 1,086.00	$ 1,114.40	$ 1,142.00	$ 1,169.60	$ 1,198.80	$ 1,228.80	$ 1,259.60	$ 1,291.60	$ 1,324.00	$ 1,357.60	$ 1,391.60
	$ 49,920.00	$ 51,188.80	$ 52,436.80	$ 53,768.00	$ 55,120.00	$ 56,472.00	$ 57,948.80	$ 59,384.00	$ 60,819.20	$ 62,337.60	$ 63,897.60	$ 65,499.20	$ 67,163.20	$ 68,848.00	$ 70,595.20	$ 72,363.20
18	$ 25.21	$ 25.85	$ 26.50	$ 27.15	$ 27.86	$ 28.55	$ 29.24	$ 29.97	$ 30.72	$ 31.49	$ 32.29	$ 33.10	$ 33.94	$ 34.79	$ 35.65	$ 36.56
	$ 1,008.40	$ 1,034.00	$ 1,060.00	$ 1,086.00	$ 1,114.40	$ 1,142.00	$ 1,169.60	$ 1,198.80	$ 1,228.80	$ 1,259.60	$ 1,291.60	$ 1,324.00	$ 1,357.60	$ 1,391.60	$ 1,426.00	$ 1,462.40
	$ 52,436.80	$ 53,768.00	$ 55,120.00	$ 56,472.00	$ 57,948.80	$ 59,384.00	$ 60,819.20	$ 62,337.60	$ 63,897.60	$ 65,499.20	$ 67,163.20	$ 68,848.00	$ 70,595.20	$ 72,363.20	$ 74,152.00	$ 76,044.80
19	$ 26.50	$ 27.15	$ 27.86	$ 28.55	$ 29.24	$ 29.97	$ 30.72	$ 31.49	$ 32.29	$ 33.10	$ 33.94	$ 34.79	$ 35.65	$ 36.56	$ 37.46	$ 38.39
	$ 1,060.00	$ 1,086.00	$ 1,114.40	$ 1,142.00	$ 1,169.60	$ 1,198.80	$ 1,228.80	$ 1,259.60	$ 1,291.60	$ 1,324.00	$ 1,357.60	$ 1,391.60	$ 1,426.00	$ 1,462.40	$ 1,498.40	$ 1,535.60
	$ 55,120.00	$ 56,472.00	$ 57,948.80	$ 59,384.00	$ 60,819.20	$ 62,337.60	$ 63,897.60	$ 65,499.20	$ 67,163.20	$ 68,848.00	$ 70,595.20	$ 72,363.20	$ 74,152.00	$ 76,044.80	$ 77,916.80	$ 79,851.20
20	$ 27.86	$ 28.55	$ 29.24	$ 29.97	$ 30.72	$ 31.49	$ 32.29	$ 33.10	$ 33.94	$ 34.79	$ 35.65	$ 36.56	$ 37.46	$ 38.39	$ 39.34	$ 40.34
	$ 1,114.40	$ 1,142.00	$ 1,169.60	$ 1,198.80	$ 1,228.80	$ 1,259.60	$ 1,291.60	$ 1,324.00	$ 1,357.60	$ 1,391.60	$ 1,426.00	$ 1,462.40	$ 1,498.40	$ 1,535.60	$ 1,573.60	$ 1,613.60
	$ 57,948.80	$ 59,384.00	$ 60,819.20	$ 62,337.60	$ 63,897.60	$ 65,499.20	$ 67,163.20	$ 68,848.00	$ 70,595.20	$ 72,363.20	$ 74,152.00	$ 76,044.80	$ 77,916.80	$ 79,851.20	$ 81,827.20	$ 83,907.20
21	$ 30.72	$ 31.49	$ 32.29	$ 33.10	$ 33.94	$ 34.79	$ 35.65	$ 36.56	$ 37.46	$ 38.39	$ 39.34	$ 40.34	$ 41.34	$ 42.36	$ 43.43	$ 44.52
	$ 1,228.80	$ 1,259.60	$ 1,291.60	$ 1,324.00	$ 1,357.60	$ 1,391.60	$ 1,426.00	$ 1,462.40	$ 1,498.40	$ 1,535.60	$ 1,573.60	$ 1,613.60	$ 1,653.60	$ 1,694.40	$ 1,737.20	$ 1,780.80
	$ 63,897.60	$ 65,499.20	$ 67,163.20	$ 68,848.00	$ 70,595.20	$ 72,363.20	$ 74,152.00	$ 76,044.80	$ 77,916.80	$ 79,851.20	$ 81,827.20	$ 83,907.20	$ 85,987.20	$ 88,108.80	$ 90,334.40	$ 92,601.60
22	$ 33.94	$ 34.79	$ 35.65	$ 36.56	$ 37.46	$ 38.39	$ 39.34	$ 40.34	$ 41.34	$ 42.36	$ 43.43	$ 44.52	$ 45.64	$ 46.77	$ 47.94	$ 49.14
	$ 1,357.60	$ 1,391.60	$ 1,426.00	$ 1,462.40	$ 1,498.40	$ 1,535.60	$ 1,573.60	$ 1,613.60	$ 1,653.60	$ 1,694.40	$ 1,737.20	$ 1,780.80	$ 1,825.60	$ 1,870.80	$ 1,917.60	$ 1,965.60
	$ 70,595.20	$ 72,363.20	$ 74,152.00	$ 76,044.80	$ 77,916.80	$ 79,851.20	$ 81,827.20	$ 83,907.20	$ 85,987.20	$ 88,108.80	$ 90,334.40	$ 92,601.60	$ 94,931.20	$ 97,281.60	$ 99,715.20	$ 102,211.20
23	$ 37.46	$ 38.39	$ 39.34	$ 40.34	$ 41.34	$ 42.36	$ 43.43	$ 44.52	$ 45.64	$ 46.77	$ 47.94	$ 49.14	$ 50.38	$ 51.63	$ 52.93	$ 54.25
	$ 1,498.40	$ 1,535.60	$ 1,573.60	$ 1,613.60	$ 1,653.60	$ 1,694.40	$ 1,737.20	$ 1,780.80	$ 1,825.60	$ 1,870.80	$ 1,917.60	$ 1,965.60	$ 2,015.20	$ 2,065.20	$ 2,117.20	$ 2,170.00
	$ 77,916.80	$ 79,851.20	$ 81,827.20	$ 83,907.20	$ 85,987.20	$ 88,108.80	$ 90,334.40	$ 92,601.60	$ 94,931.20	$ 97,281.60	$ 99,715.20	$ 102,211.20	$ 104,790.40	$ 107,390.40	$ 110,094.40	$ 112,840.00
24	$ 41.34	$ 42.36	$ 43.43	$ 44.52	$ 45.64	$ 46.77	$ 47.94	$ 49.14	$ 50.38	$ 51.63	$ 52.93	$ 54.25	$ 55.59	$ 56.97	$ 58.40	
	$ 1,653.60	$ 1,694.40	$ 1,737.20	$ 1,780.80	$ 1,825.60	$ 1,870.80	$ 1,917.60	$ 1,965.60	$ 2,015.20	$ 2,065.20	$ 2,117.20	$ 2,170.00	$ 2,223.60	$ 2,278.80	$ 2,336.00	
	$ 85,987.20	$ 88,108.80	$ 90,334.40	$ 92,601.60	$ 94,931.20	$ 97,281.60	$ 99,715.20	$ 102,211.20	$ 104,790.40	$ 107,390.40	$ 110,094.40	$ 112,840.00	$ 115,627.20	$ 118,497.60	$ 121,472.00	
25	$ 45.64	$ 46.77	$ 47.94	$ 49.14	$ 50.38	$ 51.63	$ 52.93	$ 54.25	$ 55.59	$ 56.97	$ 58.40	$ 59.86	$ 61.37	$ 62.90		
	$ 1,825.60	$ 1,870.80	$ 1,917.60	$ 1,965.60	$ 2,015.20	$ 2,065.20	$ 2,117.20	$ 2,170.00	$ 2,223.60	$ 2,278.80	$ 2,336.00	$ 2,394.40	$ 2,454.80	$ 2,516.00		
	$ 94,931.20	$ 97,281.60	$ 99,715.20	$ 102,211.20	$ 104,790.40	$ 107,390.40	$ 110,094.40	$ 112,840.00	$ 115,627.20	$ 118,497.60	$ 121,472.00	$ 124,508.80	$ 127,649.60	$ 130,832.00		
26	$ 50.38	$ 51.63	$ 52.93	$ 54.25	$ 55.59	$ 56.97	$ 58.40	$ 59.86	$ 61.37	$ 62.90	$ 64.47	$ 66.09	$ 67.74			
	$ 2,015.20	$ 2,065.20	$ 2,117.20	$ 2,170.00	$ 2,223.60	$ 2,278.80	$ 2,336.00	$ 2,394.40	$ 2,454.80	$ 2,516.00	$ 2,578.80	$ 2,643.60	$ 2,709.60			
	$ 104,790.40	$ 107,390.40	$ 110,094.40	$ 112,840.00	$ 115,627.20	$ 118,497.60	$ 121,472.00	$ 124,508.80	$ 127,649.60	$ 130,832.00	$ 134,097.60	$ 137,467.20	$ 140,899.20			
27	$ 55.59	$ 56.97	$ 58.40	$ 59.86	$ 61.37	$ 62.90	$ 64.47	$ 66.09	$ 67.74	$ 69.42	$ 71.16	$ 72.95				
	$ 2,223.60	$ 2,278.80	$ 2,336.00	$ 2,394.40	$ 2,454.80	$ 2,516.00	$ 2,578.80	$ 2,643.60	$ 2,709.60	$ 2,776.80	$ 2,846.40	$ 2,918.00				
	$ 115,627.20	$ 118,497.60	$ 121,472.00	$ 124,508.80	$ 127,649.60	$ 130,832.00	$ 134,097.60	$ 137,467.20	$ 140,899.20	$ 144,393.60	$ 148,012.80	$ 151,736.00				

37.5 Hours							UAW Wage Schedule - 2020						Effective 2/2/20 - 2.75% COLA			
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	$10.88	$11.14	$11.43	$11.70	$12.01	$12.28	$12.59	$12.92	$13.25	$13.56	$13.93	$14.26	$14.62	$14.97	$15.33	$15.75
	$408.00	$417.75	$428.63	$438.75	$450.38	$460.50	$472.13	$484.50	$496.88	$508.50	$522.38	$534.75	$548.25	$561.38	$574.88	$590.63
	$21,216.00	$21,723.00	$22,288.76	$22,815.00	$23,419.76	$23,946.00	$24,550.76	$25,194.00	$25,837.76	$26,442.00	$27,163.76	$27,807.00	$28,509.00	$29,191.76	$29,893.76	$30,712.76
2	$11.43	$11.70	$12.01	$12.28	$12.59	$12.92	$13.25	$13.56	$13.93	$14.26	$14.62	$14.97	$15.33	$15.75	$16.15	$16.54
	$428.63	$438.75	$450.38	$460.50	$472.13	$484.50	$496.88	$508.50	$522.38	$534.75	$548.25	$561.38	$574.88	$590.63	$605.63	$620.25
	$22,288.76	$22,815.00	$23,419.76	$23,946.00	$24,550.76	$25,194.00	$25,837.76	$26,442.00	$27,163.76	$27,807.00	$28,509.00	$29,191.76	$29,893.76	$30,712.76	$31,492.76	$32,253.00
3	$12.01	$12.28	$12.59	$12.92	$13.25	$13.56	$13.93	$14.26	$14.62	$14.97	$15.33	$15.75	$16.15	$16.54	$16.96	$17.36
	$450.38	$460.50	$472.13	$484.50	$496.88	$508.50	$522.38	$534.75	$548.25	$561.38	$574.88	$590.63	$605.63	$620.25	$636.00	$651.00
	$23,419.76	$23,946.00	$24,550.76	$25,194.00	$25,837.76	$26,442.00	$27,163.76	$27,807.00	$28,509.00	$29,191.76	$29,893.76	$30,712.76	$31,492.76	$32,253.00	$33,072.00	$33,852.00
4	$12.59	$12.92	$13.25	$13.56	$13.93	$14.26	$14.62	$14.97	$15.33	$15.75	$16.15	$16.54	$16.96	$17.36	$17.81	$18.27
	$472.13	$484.50	$496.88	$508.50	$522.38	$534.75	$548.25	$561.38	$574.88	$590.63	$605.63	$620.25	$636.00	$651.00	$667.88	$685.13
	$24,550.76	$25,194.00	$25,837.76	$26,442.00	$27,163.76	$27,807.00	$28,509.00	$29,191.76	$29,893.76	$30,712.76	$31,492.76	$32,253.00	$33,072.00	$33,852.00	$34,729.76	$35,626.76
5	$13.25	$13.56	$13.93	$14.26	$14.62	$14.97	$15.33	$15.75	$16.15	$16.54	$16.96	$17.36	$17.81	$18.27	$18.73	$19.17
	$496.88	$508.50	$522.38	$534.75	$548.25	$561.38	$574.88	$590.63	$605.63	$620.25	$636.00	$651.00	$667.88	$685.13	$702.38	$718.88
	$25,837.76	$26,442.00	$27,163.76	$27,807.00	$28,509.00	$29,191.76	$29,893.76	$30,712.76	$31,492.76	$32,253.00	$33,072.00	$33,852.00	$34,729.76	$35,626.76	$36,523.76	$37,381.76
6	$13.93	$14.26	$14.62	$14.97	$15.33	$15.75	$16.15	$16.54	$16.96	$17.36	$17.81	$18.27	$18.73	$19.17	$19.65	$20.13
	$522.38	$534.75	$548.25	$561.38	$574.88	$590.63	$605.63	$620.25	$636.00	$651.00	$667.88	$685.13	$702.38	$718.88	$736.88	$754.88
	$27,163.76	$27,807.00	$28,509.00	$29,191.76	$29,893.76	$30,712.76	$31,492.76	$32,253.00	$33,072.00	$33,852.00	$34,729.76	$35,626.76	$36,523.76	$37,381.76	$38,317.76	$39,253.76
7	$14.62	$14.97	$15.33	$15.75	$16.15	$16.54	$16.96	$17.36	$17.81	$18.27	$18.73	$19.17	$19.65	$20.13	$20.65	$21.17
	$548.25	$561.38	$574.88	$590.63	$605.63	$620.25	$636.00	$651.00	$667.88	$685.13	$702.38	$718.88	$736.88	$754.88	$774.38	$793.88
	$28,509.00	$29,191.76	$29,893.76	$30,712.76	$31,492.76	$32,253.00	$33,072.00	$33,852.00	$34,729.76	$35,626.76	$36,523.76	$37,381.76	$38,317.76	$39,253.76	$40,267.76	$41,281.76
8	$15.33	$15.75	$16.15	$16.54	$16.96	$17.36	$17.81	$18.27	$18.73	$19.17	$19.65	$20.13	$20.65	$21.17	$21.68	$22.21
	$574.88	$590.63	$605.63	$620.25	$636.00	$651.00	$667.88	$685.13	$702.38	$718.88	$736.88	$754.88	$774.38	$793.88	$813.00	$832.88
	$29,893.76	$30,712.76	$31,492.76	$32,253.00	$33,072.00	$33,852.00	$34,729.76	$35,626.76	$36,523.76	$37,381.76	$38,317.76	$39,253.76	$40,267.76	$41,281.76	$42,276.00	$43,309.76
9	$16.15	$16.54	$16.96	$17.36	$17.81	$18.27	$18.73	$19.17	$19.65	$20.13	$20.65	$21.17	$21.68	$22.21	$22.81	$23.38
	$605.63	$620.25	$636.00	$651.00	$667.88	$685.13	$702.38	$718.88	$736.88	$754.88	$774.38	$793.88	$813.00	$832.88	$855.38	$876.75
	$31,492.76	$32,253.00	$33,072.00	$33,852.00	$34,729.76	$35,626.76	$36,523.76	$37,381.76	$38,317.76	$39,253.76	$40,267.76	$41,281.76	$42,276.00	$43,309.76	$44,479.76	$45,591.00
10	$16.96	$17.36	$17.81	$18.27	$18.73	$19.17	$19.65	$20.13	$20.65	$21.17	$21.68	$22.21	$22.81	$23.38	$23.94	$24.53
	$636.00	$651.00	$667.88	$685.13	$702.38	$718.88	$736.88	$754.88	$774.38	$793.88	$813.00	$832.88	$855.38	$876.75	$897.75	$919.88
	$33,072.00	$33,852.00	$34,729.76	$35,626.76	$36,523.76	$37,381.76	$38,317.76	$39,253.76	$40,267.76	$41,281.76	$42,276.00	$43,309.76	$44,479.76	$45,591.00	$46,683.00	$47,833.76
11	$17.81	$18.27	$18.73	$19.17	$19.65	$20.13	$20.65	$21.17	$21.68	$22.21	$22.81	$23.38	$23.94	$24.53	$25.18	$25.79
	$667.88	$685.13	$702.38	$718.88	$736.88	$754.88	$774.38	$793.88	$813.00	$832.88	$855.38	$876.75	$897.75	$919.88	$944.25	$967.13
	$34,729.76	$35,626.76	$36,523.76	$37,381.76	$38,317.76	$39,253.76	$40,267.76	$41,281.76	$42,276.00	$43,309.76	$44,479.76	$45,591.00	$46,683.00	$47,833.76	$49,101.00	$50,290.76
12	$18.73	$19.17	$19.65	$20.13	$20.65	$21.17	$21.68	$22.21	$22.81	$23.38	$23.94	$24.53	$25.18	$25.79	$26.43	$27.08
	$702.38	$718.88	$736.88	$754.88	$774.38	$793.88	$813.00	$832.88	$855.38	$876.75	$897.75	$919.88	$944.25	$967.13	$991.13	$1,015.50
	$36,523.76	$37,381.76	$38,317.76	$39,253.76	$40,267.76	$41,281.76	$42,276.00	$43,309.76	$44,479.76	$45,591.00	$46,683.00	$47,833.76	$49,101.00	$50,290.76	$51,538.76	$52,806.00
13	$19.65	$20.13	$20.65	$21.17	$21.68	$22.21	$22.81	$23.38	$23.94	$24.53	$25.18	$25.79	$26.43	$27.08	$27.79	$28.47
	$736.88	$754.88	$774.38	$793.88	$813.00	$832.88	$855.38	$876.75	$897.75	$919.88	$944.25	$967.13	$991.13	$1,015.50	$1,042.13	$1,067.63
	$38,317.76	$39,253.76	$40,267.76	$41,281.76	$42,276.00	$43,309.76	$44,479.76	$45,591.00	$46,683.00	$47,833.76	$49,101.00	$50,290.76	$51,538.76	$52,806.00	$54,190.76	$55,516.76
14	$20.65	$21.17	$21.68	$22.21	$22.81	$23.38	$23.94	$24.53	$25.18	$25.79	$26.43	$27.08	$27.79	$28.47	$29.17	$29.91
	$774.38	$793.88	$813.00	$832.88	$855.38	$876.75	$897.75	$919.88	$944.25	$967.13	$991.13	$1,015.50	$1,042.13	$1,067.63	$1,093.88	$1,121.63
	$40,267.76	$41,281.76	$42,276.00	$43,309.76	$44,479.76	$45,591.00	$46,683.00	$47,833.76	$49,101.00	$50,290.76	$51,538.76	$52,806.00	$54,190.76	$55,516.76	$56,881.76	$58,324.76

37.5 Hours							UAW Wage Schedule - 2020						Effective 2/2/20 - 2.75% COLA			
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	$21.68	$22.21	$22.81	$23.38	$23.94	$24.53	$25.18	$25.79	$26.43	$27.08	$27.79	$28.47	$29.17	$29.91	$30.65	$31.41
	$813.00	$832.88	$855.38	$876.75	$897.75	$919.88	$944.25	$967.13	$991.13	$1,015.50	$1,042.13	$1,067.63	$1,093.88	$1,121.63	$1,149.38	$1,177.88
	$42,276.00	$43,309.76	$44,479.76	$45,591.00	$46,683.00	$47,833.76	$49,101.00	$50,290.76	$51,538.76	$52,806.00	$54,190.76	$55,516.76	$56,881.76	$58,324.76	$59,767.76	$61,249.76
16	$22.81	$23.38	$23.94	$24.53	$25.18	$25.79	$26.43	$27.08	$27.79	$28.47	$29.17	$29.91	$30.65	$31.41	$32.21	$33.02
	$855.38	$876.75	$897.75	$919.88	$944.25	$967.13	$991.13	$1,015.50	$1,042.13	$1,067.63	$1,093.88	$1,121.63	$1,149.38	$1,177.88	$1,207.88	$1,238.25
	$44,479.76	$45,591.00	$46,683.00	$47,833.76	$49,101.00	$50,290.76	$51,538.76	$52,806.00	$54,190.76	$55,516.76	$56,881.76	$58,324.76	$59,767.76	$61,249.76	$62,809.76	$64,389.00
17	$23.94	$24.53	$25.18	$25.79	$26.43	$27.08	$27.79	$28.47	$29.17	$29.91	$30.65	$31.41	$32.21	$33.02	$33.83	$34.69
	$897.75	$919.88	$944.25	$967.13	$991.13	$1,015.50	$1,042.13	$1,067.63	$1,093.88	$1,121.63	$1,149.38	$1,177.88	$1,207.88	$1,238.25	$1,268.63	$1,300.88
	$46,683.00	$47,833.76	$49,101.00	$50,290.76	$51,538.76	$52,806.00	$54,190.76	$55,516.76	$56,881.76	$58,324.76	$59,767.76	$61,249.76	$62,809.76	$64,389.00	$65,968.76	$67,645.76
18	$25.18	$25.79	$26.43	$27.08	$27.79	$28.47	$29.17	$29.91	$30.65	$31.41	$32.21	$33.02	$33.83	$34.69	$35.55	$36.44
	$944.25	$967.13	$991.13	$1,015.50	$1,042.13	$1,067.63	$1,093.88	$1,121.63	$1,149.38	$1,177.88	$1,207.88	$1,238.25	$1,268.63	$1,300.88	$1,333.13	$1,366.50
	$49,101.00	$50,290.76	$51,538.76	$52,806.00	$54,190.76	$55,516.76	$56,881.76	$58,324.76	$59,767.76	$61,249.76	$62,809.76	$64,389.00	$65,968.76	$67,645.76	$69,322.76	$71,058.00
19	$26.43	$27.08	$27.79	$28.47	$29.17	$29.91	$30.65	$31.41	$32.21	$33.02	$33.83	$34.69	$35.55	$36.44	$37.36	$38.27
	$991.13	$1,015.50	$1,042.13	$1,067.63	$1,093.88	$1,121.63	$1,149.38	$1,177.88	$1,207.88	$1,238.25	$1,268.63	$1,300.88	$1,333.13	$1,366.50	$1,401.00	$1,435.13
	$51,538.76	$52,806.00	$54,190.76	$55,516.76	$56,881.76	$58,324.76	$59,767.76	$61,249.76	$62,809.76	$64,389.00	$65,968.76	$67,645.76	$69,322.76	$71,058.00	$72,852.00	$74,626.76

40 Hours							UAW Wage Schedule - 2020						Effective 2/2/20 - 2.75% COLA			
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	$10.88	$11.14	$11.43	$11.70	$12.01	$12.28	$12.59	$12.92	$13.25	$13.56	$13.93	$14.26	$14.62	$14.97	$15.33	$15.75
	$435.20	$445.60	$457.20	$468.00	$480.40	$491.20	$503.60	$516.80	$530.00	$542.40	$557.20	$570.40	$584.80	$598.80	$613.20	$630.00
	$22,630.40	$23,171.20	$23,774.40	$24,336.00	$24,980.80	$25,542.40	$26,187.20	$26,873.60	$27,560.00	$28,204.80	$28,974.40	$29,660.80	$30,409.60	$31,137.60	$31,886.40	$32,760.00
2	$11.43	$11.70	$12.01	$12.28	$12.59	$12.92	$13.25	$13.56	$13.93	$14.26	$14.62	$14.97	$15.33	$15.75	$16.15	$16.54
	$457.20	$468.00	$480.40	$491.20	$503.60	$516.80	$530.00	$542.40	$557.20	$570.40	$584.80	$598.80	$613.20	$630.00	$646.00	$661.60
	$23,774.40	$24,336.00	$24,980.80	$25,542.40	$26,187.20	$26,873.60	$27,560.00	$28,204.80	$28,974.40	$29,660.80	$30,409.60	$31,137.60	$31,886.40	$32,760.00	$33,592.00	$34,403.20
3	$12.01	$12.28	$12.59	$12.92	$13.25	$13.56	$13.93	$14.26	$14.62	$14.97	$15.33	$15.75	$16.15	$16.54	$16.96	$17.36
	$480.40	$491.20	$503.60	$516.80	$530.00	$542.40	$557.20	$570.40	$584.80	$598.80	$613.20	$630.00	$646.00	$661.60	$678.40	$694.40
	$24,980.80	$25,542.40	$26,187.20	$26,873.60	$27,560.00	$28,204.80	$28,974.40	$29,660.80	$30,409.60	$31,137.60	$31,886.40	$32,760.00	$33,592.00	$34,403.20	$35,276.80	$36,108.80
4	$12.59	$12.92	$13.25	$13.56	$13.93	$14.26	$14.62	$14.97	$15.33	$15.75	$16.15	$16.54	$16.96	$17.36	$17.81	$18.27
	$503.60	$516.80	$530.00	$542.40	$557.20	$570.40	$584.80	$598.80	$613.20	$630.00	$646.00	$661.60	$678.40	$694.40	$712.40	$730.80
	$26,187.20	$26,873.60	$27,560.00	$28,204.80	$28,974.40	$29,660.80	$30,409.60	$31,137.60	$31,886.40	$32,760.00	$33,592.00	$34,403.20	$35,276.80	$36,108.80	$37,044.80	$38,001.60
5	$13.25	$13.56	$13.93	$14.26	$14.62	$14.97	$15.33	$15.75	$16.15	$16.54	$16.96	$17.36	$17.81	$18.27	$18.73	$19.17
	$530.00	$542.40	$557.20	$570.40	$584.80	$598.80	$613.20	$630.00	$646.00	$661.60	$678.40	$694.40	$712.40	$730.80	$749.20	$766.80
	$27,560.00	$28,204.80	$28,974.40	$29,660.80	$30,409.60	$31,137.60	$31,886.40	$32,760.00	$33,592.00	$34,403.20	$35,276.80	$36,108.80	$37,044.80	$38,001.60	$38,958.40	$39,873.60
6	$13.93	$14.26	$14.62	$14.97	$15.33	$15.75	$16.15	$16.54	$16.96	$17.36	$17.81	$18.27	$18.73	$19.17	$19.65	$20.13
	$557.20	$570.40	$584.80	$598.80	$613.20	$630.00	$646.00	$661.60	$678.40	$694.40	$712.40	$730.80	$749.20	$766.80	$786.00	$805.20
	$28,974.40	$29,660.80	$30,409.60	$31,137.60	$31,886.40	$32,760.00	$33,592.00	$34,403.20	$35,276.80	$36,108.80	$37,044.80	$38,001.60	$38,958.40	$39,873.60	$40,872.00	$41,870.40
7	$14.62	$14.97	$15.33	$15.75	$16.15	$16.54	$16.96	$17.36	$17.81	$18.27	$18.73	$19.17	$19.65	$20.13	$20.65	$21.17
	$584.80	$598.80	$613.20	$630.00	$646.00	$661.60	$678.40	$694.40	$712.40	$730.80	$749.20	$766.80	$786.00	$805.20	$826.00	$846.80
	$30,409.60	$31,137.60	$31,886.40	$32,760.00	$33,592.00	$34,403.20	$35,276.80	$36,108.80	$37,044.80	$38,001.60	$38,958.40	$39,873.60	$40,872.00	$41,870.40	$42,952.00	$44,033.60
8	$15.33	$15.75	$16.15	$16.54	$16.96	$17.36	$17.81	$18.27	$18.73	$19.17	$19.65	$20.13	$20.65	$21.17	$21.68	$22.21
	$613.20	$630.00	$646.00	$661.60	$678.40	$694.40	$712.40	$730.80	$749.20	$766.80	$786.00	$805.20	$826.00	$846.80	$867.20	$888.40
	$31,886.40	$32,760.00	$33,592.00	$34,403.20	$35,276.80	$36,108.80	$37,044.80	$38,001.60	$38,958.40	$39,873.60	$40,872.00	$41,870.40	$42,952.00	$44,033.60	$45,094.40	$46,196.80
9	$16.15	$16.54	$16.96	$17.36	$17.81	$18.27	$18.73	$19.17	$19.65	$20.13	$20.65	$21.17	$21.68	$22.21	$22.81	$23.38
	$646.00	$661.60	$678.40	$694.40	$712.40	$730.80	$749.20	$766.80	$786.00	$805.20	$826.00	$846.80	$867.20	$888.40	$912.40	$935.20
	$33,592.00	$34,403.20	$35,276.80	$36,108.80	$37,044.80	$38,001.60	$38,958.40	$39,873.60	$40,872.00	$41,870.40	$42,952.00	$44,033.60	$45,094.40	$46,196.80	$47,444.80	$48,630.40
10	$16.96	$17.36	$17.81	$18.27	$18.73	$19.17	$19.65	$20.13	$20.65	$21.17	$21.68	$22.21	$22.81	$23.38	$23.94	$24.53
	$678.40	$694.40	$712.40	$730.80	$749.20	$766.80	$786.00	$805.20	$826.00	$846.80	$867.20	$888.40	$912.40	$935.20	$957.60	$981.20
	$35,276.80	$36,108.80	$37,044.80	$38,001.60	$38,958.40	$39,873.60	$40,872.00	$41,870.40	$42,952.00	$44,033.60	$45,094.40	$46,196.80	$47,444.80	$48,630.40	$49,795.20	$51,022.40
11	$17.81	$18.27	$18.73	$19.17	$19.65	$20.13	$20.65	$21.17	$21.68	$22.21	$22.81	$23.38	$23.94	$24.53	$25.18	$25.79
	$712.40	$730.80	$749.20	$766.80	$786.00	$805.20	$826.00	$846.80	$867.20	$888.40	$912.40	$935.20	$957.60	$981.20	$1,007.20	$1,031.60
	$37,044.80	$38,001.60	$38,958.40	$39,873.60	$40,872.00	$41,870.40	$42,952.00	$44,033.60	$45,094.40	$46,196.80	$47,444.80	$48,630.40	$49,795.20	$51,022.40	$52,374.40	$53,643.20
12	$18.73	$19.17	$19.65	$20.13	$20.65	$21.17	$21.68	$22.21	$22.81	$23.38	$23.94	$24.53	$25.18	$25.79	$26.43	$27.08
	$749.20	$766.80	$786.00	$805.20	$826.00	$846.80	$867.20	$888.40	$912.40	$935.20	$957.60	$981.20	$1,007.20	$1,031.60	$1,057.20	$1,083.20
	$38,958.40	$39,873.60	$40,872.00	$41,870.40	$42,952.00	$44,033.60	$45,094.40	$46,196.80	$47,444.80	$48,630.40	$49,795.20	$51,022.40	$52,374.40	$53,643.20	$54,974.40	$56,326.40
13	$19.65	$20.13	$20.65	$21.17	$21.68	$22.21	$22.81	$23.38	$23.94	$24.53	$25.18	$25.79	$26.43	$27.08	$27.79	$28.47
	$786.00	$805.20	$826.00	$846.80	$867.20	$888.40	$912.40	$935.20	$957.60	$981.20	$1,007.20	$1,031.60	$1,057.20	$1,083.20	$1,111.60	$1,138.80
	$40,872.00	$41,870.40	$42,952.00	$44,033.60	$45,094.40	$46,196.80	$47,444.80	$48,630.40	$49,795.20	$51,022.40	$52,374.40	$53,643.20	$54,974.40	$56,326.40	$57,803.20	$59,217.60
14	$20.65	$21.17	$21.68	$22.21	$22.81	$23.38	$23.94	$24.53	$25.18	$25.79	$26.43	$27.08	$27.79	$28.47	$29.17	$29.91
	$826.00	$846.80	$867.20	$888.40	$912.40	$935.20	$957.60	$981.20	$1,007.20	$1,031.60	$1,057.20	$1,083.20	$1,111.60	$1,138.80	$1,166.80	$1,196.40
	$42,952.00	$44,033.60	$45,094.40	$46,196.80	$47,444.80	$48,630.40	$49,795.20	$51,022.40	$52,374.40	$53,643.20	$54,974.40	$56,326.40	$57,803.20	$59,217.60	$60,673.60	$62,212.80

40 Hours							UAW Wage Schedule - 2020						Effective 2/2/20 - 2.75% COLA			
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	$21.68	$22.21	$22.81	$23.38	$23.94	$24.53	$25.18	$25.79	$26.43	$27.08	$27.79	$28.47	$29.17	$29.91	$30.65	$31.41
	$867.20	$888.40	$912.40	$935.20	$957.60	$981.20	$1,007.20	$1,031.60	$1,057.20	$1,083.20	$1,111.60	$1,138.80	$1,166.80	$1,196.40	$1,226.00	$1,256.40
	$45,094.40	$46,196.80	$47,444.80	$48,630.40	$49,795.20	$51,022.40	$52,374.40	$53,643.20	$54,974.40	$56,326.40	$57,803.20	$59,217.60	$60,673.60	$62,212.80	$63,752.00	$65,332.80
16	$22.81	$23.38	$23.94	$24.53	$25.18	$25.79	$26.43	$27.08	$27.79	$28.47	$29.17	$29.91	$30.65	$31.41	$32.21	$33.02
	$912.40	$935.20	$957.60	$981.20	$1,007.20	$1,031.60	$1,057.20	$1,083.20	$1,111.60	$1,138.80	$1,166.80	$1,196.40	$1,226.00	$1,256.40	$1,288.40	$1,320.80
	$47,444.80	$48,630.40	$49,795.20	$51,022.40	$52,374.40	$53,643.20	$54,974.40	$56,326.40	$57,803.20	$59,217.60	$60,673.60	$62,212.80	$63,752.00	$65,332.80	$66,996.80	$68,681.60
17	$23.94	$24.53	$25.18	$25.79	$26.43	$27.08	$27.79	$28.47	$29.17	$29.91	$30.65	$31.41	$32.21	$33.02	$33.83	$34.69
	$957.60	$981.20	$1,007.20	$1,031.60	$1,057.20	$1,083.20	$1,111.60	$1,138.80	$1,166.80	$1,196.40	$1,226.00	$1,256.40	$1,288.40	$1,320.80	$1,353.20	$1,387.60
	$49,795.20	$51,022.40	$52,374.40	$53,643.20	$54,974.40	$56,326.40	$57,803.20	$59,217.60	$60,673.60	$62,212.80	$63,752.00	$65,332.80	$66,996.80	$68,681.60	$70,366.40	$72,155.20
18	$25.18	$25.79	$26.43	$27.08	$27.79	$28.47	$29.17	$29.91	$30.65	$31.41	$32.21	$33.02	$33.83	$34.69	$35.55	$36.44
	$1,007.20	$1,031.60	$1,057.20	$1,083.20	$1,111.60	$1,138.80	$1,166.80	$1,196.40	$1,226.00	$1,256.40	$1,288.40	$1,320.80	$1,353.20	$1,387.60	$1,422.00	$1,457.60
	$52,374.40	$53,643.20	$54,974.40	$56,326.40	$57,803.20	$59,217.60	$60,673.60	$62,212.80	$63,752.00	$65,332.80	$66,996.80	$68,681.60	$70,366.40	$72,155.20	$73,944.00	$75,795.20
19	$26.43	$27.08	$27.79	$28.47	$29.17	$29.91	$30.65	$31.41	$32.21	$33.02	$33.83	$34.69	$35.55	$36.44	$37.36	$38.27
	$1,057.20	$1,083.20	$1,111.60	$1,138.80	$1,166.80	$1,196.40	$1,226.00	$1,256.40	$1,288.40	$1,320.80	$1,353.20	$1,387.60	$1,422.00	$1,457.60	$1,494.40	$1,530.80
	$54,974.40	$56,326.40	$57,803.20	$59,217.60	$60,673.60	$62,212.80	$63,752.00	$65,332.80	$66,996.80	$68,681.60	$70,366.40	$72,155.20	$73,944.00	$75,795.20	$77,708.80	$79,601.60

Appendix B

Program Change Requests		Department	Manager
General Fund			
Assessing			
4	CRVNA PILOT	($14,000)	($14,000)
5	New Homeowner Postcards	$465	$0
6	Measure & Inspepction of Comm/Ind & Exempt Prop	$145,000	$0
7	Bus Expense NHAAO Banquet	$40	$0
8	Electric and Gas Utility Consultation	$37,600	$0
	Assessing Deptartment Total	**$169,105**	**($14,000)**
City Manager			
24	Project Coordinator	$94,411	$0
	City Manager Deptartment Total	**$94,411**	**$0**
Community Development			
9	Bluebeam Plan Review Software Maintenance	$4,500	$4,500
10	Large Format Scanner for Code Records	$6,800	$0
11	Temporary Staffing to Scan Records	$8,960	$0
12	PTOE Training	$850	$0
13	Stormwater Modeling Training	$550	$0
14	NHMA On-Site Training for ZBA	$550	$0
15	Accounting Workshop	$250	$0
17	NHMA Conf Registration for Code Fiscal Supervisor	$168	$0
18	Regional Conference for City Engineer	$500	$0
19	Purchase of Micro Image Capture Equipment for Code	$4,000	$0
20	Work Boots for Code Administration	$570	$570
21	Work Boots for Engineering Non-Contractual Staff	$190	$190
22	Solar RFP Consulting Services	$7,000	$7,000
23	Risk Management Summit for Code Fiscal Supervisor	$345	$0
	Community Development Deptartment Total	**$35,233**	**$12,260**
Finance			
19	Purchasing Manager CEU	$500	$0
20	Deputy Tax Collector Certification	$260	$260
21	Annual Munis Conference	$2,500	$0
39	Upgrade Fiscal Tech III-to Payroll Coordinator	$2,730	$0
40	Overtime for Munis Payroll Implementation	$4,760	$4,760
41	Tuition Agreement	$5,024	$5,024
	Finance Deptartment Total	**$15,774**	**$10,044**
Fire			
5	UTV Maintenance	$1,000	$0

Appendix B

Program Change Requests		Department	Manager
7	Fire Alarm & Traffic Technician	$121,428	$0
8	Assistant Fire Marshal Position	$173,436	$0
9	Additional Ambulance Company	$290,150	$0
10	EMT Refresher Training	$27,227	$0
12	Boat Equipment & Repairs	$1,000	$1,000
13	City AED Program	$2,000	$2,000
14	Wireless Devices	$1,500	$1,500
16	Cash Match For Grant - Fitness	$10,000	$0
18	Calibration Gas	$650	$650
19	Paramedic School	$31,000	$0
	Fire Deptartment Total	**$659,391**	**$5,150**
General Services			
14	Equipment Services: Misc. Expenses	$1,750	$0
15	Equipment Services: Welding Supplies	$1,100	$0
16	Equipment Services: Personal Safety Equipment	$880	$0
31	PPD: MC Generator - Increased Fuel Use	$300	$0
32	PPD: Building Supplies/Materials - Increased Costs	$2,321	$0
33	PPD: Bicentennial Square-Increased Electrical Use	$2,500	$0
34	PPD: MC-Increased Grounds Maintenance	$4,290	$0
37	Highways: Main Street Light Post Repairs	$5,000	$0
38	Highways: Main Street Light Post Replacements	$17,500	$0
39	Highways: I-393 Sidewalk Snow Removal	$5,000	$0
40	Highways: 4th Highways Crew	$375,000	$0
41	Equipment Services: Auto Parts	$45,850	$45,850
42	Equipment Services: Outside Repairs	$32,270	$0
44	Highways: Increase Snow and Ice Control Overtime	$58,700	$0
45	Highways: Guardrail Replacement on North Spring	$17,000	$0
46	Highways: Street Tree Planting	$35,000	$0
	General Services Deptartment Total	**$604,461**	**$45,850**
Human Resources			
6	Online Wellness Portal	$50,000	$0
7	Increase Wellness Points	$50,000	$0
8	Laptop	$800	$0
9	Temp Employee	$15,600	$0
	Human Resources Deptartment Total	**$116,400**	**$0**
Human Services			
3	Increase the hours of Adm. Specialist	$6,816	$6,816
	Human Services Deptartment Total	**$6,816**	**$6,816**

Appendix B

Program Change Requests		Department	Manager
Information Technology			
7	Helpdesk Technician	$59,100	$0
8	Security Program	$8,500	$0
9	Remote control software	$2,400	$2,400
10	Tuition for System Administrator II	$8,031	$8,031
11	Tuition for System Analyst II	$5,024	$5,024
	Information Technology Deptartment Total	**$83,055**	**$15,455**
Legal			
4	Legal Internship Stipend	$8,000	$0
	Legal Deptartment Total	**$8,000**	**$0**
Library			
7	Admin Specialist II to Admin Assistant	$4,176	$0
10	Library Programming	$17,000	$0
	Library Deptartment Total	**$21,176**	**$0**
Parks & Recreation			
4	Invasive Plant Control	$2,800	$0
5	Weekend Pool Hours at White Park Pool	$1,500	$0
6	Pay Increase for Camp Staff (temps)	$8,700	$0
7	Outside Areas Maintenance Team	$104,020	$0
8	Outside Areas Maintenance Team	$45,000	$0
9	Outside Areas Maintenance Team	($33,000)	$0
15	Software and IPAD for playground inspecations	$1,500	$0
17	Park Rules and Regulation Signs	$5,500	$0
18	National Playground Inspector Training	$2,200	$0
19	Computer at Green Street CC	$2,800	$0
20	Expand Summer Camps	$14,000	$14,000
21	Expand Summer Camps - Revenue	($15,000)	($15,000)
22	Seasonal Laborer Temp Pay Adjustment	$800	$0
23	PT Office Clerk at Cemetery Office	$18,890	$0
24	Maintenance of New Penacook Roundabout	$1,500	$0
25	Tree Pruning/Maintenance at White Park	$30,000	$0
	Parks & Recreation Deptartment Total	**$191,210**	**($1,000)**
Police			
32	Specialized Investigative Training	$5,000	$5,000
33	SRO Training	$5,000	$0
34	LEADS Online	$5,700	$0
36	Fitness Room Improvements	$10,000	$0

Appendix B

Program Change Requests		Department	Manager
38	SRO - Rundlett Middle School	$27,570	$0
39	Employee Recognition	$10,000	$0
41	Police Officer Position (7 months funded)	$61,680	$0
42	Police Officer Position (7 months funded)	$61,680	$0
43	Dispatcher Shift Differential (Midnight)	$5,370	$5,370
44	Parking Space Lease	$12,000	$0
45	Admin Tech III	$72,140	$0
46	Computer Workstations	$3,200	$0
48	Power DMS	$6,500	$0
49	PT Community Service Aide	$16,360	$0
50	Police Canine Unit	$50,170	$0
	Police Deptartment Total	**$352,370**	**$10,370**
	General Fund Total	**$2,357,402**	**$90,945**
Inspection Fund			
Community Development			
16	Increased Fund 21 OT	$17,520	$0
	Community Development Deptartment Total	**$17,520**	**$0**
	Inspection Fund Total	**$17,520**	**$0**
Parking Fund			
City Manager			
5	Data Analytics Software	$29,790	$0
6	Online Permit Module	$10,000	$0
7	School Street Garage Water & Sewer	$1,000	$1,000
9	School St Garage Supplemental Lease	($6,250)	($6,250)
10	School Street Garage Pavement Markings	$8,315	$8,315
11	School Street Garage Pressure Washing	$25,000	$25,000
	City Manager Deptartment Total	**$67,855**	**$28,065**
	Parking Fund Total	**$67,855**	**$28,065**
Golf Course Fund			
Finance			
22	Transfer Bld and Grnds Supervisor to Golf for Wint	$27,933	$0
23	Wage Adjustment Temporary Golf Labor	$20,000	$0
24	Add Senior Maintenance Aide to Golf	$25,720	$0
25	aboutGolf Yearly Subscription	$3,400	$0
26	Tent Cleaning and Storage	$1,500	$1,500
27	USGA Half Day Agronomic Reviews	$2,800	$0
28	Flammable Material Storage Cabinets (2)	$2,000	$0

Appendix B

Program Change Requests		Department	Manager
29	Mileage	$2,000	$0
30	Cellphone Allowance	$1,200	$0
31	PA System for Event Tent and Outings Announcements	$500	$500
32	Cover for Event Tent Floor	$2,000	$2,000
33	Deep Tine Aeration of Greens	$2,500	$0
34	Contracted Fairway Aeration	$11,000	$0
35	Root Pruner Rental	$2,000	$0
36	Replace Power Sewer in Maintenance Barn	$7,500	$0
37	Furnace Replacement, Clubhouse	$4,500	$0
38	Wi-Fi Cell Service for Event Tent	$2,300	$0
	Finance Deptartment Total	**$118,853**	**$4,000**
	Golf Course Fund Total	**$118,853**	**$4,000**
Arena Fund			
General Services			
11	Arena: Non-plastic Food Service Items	$300	$0
47	Arena: Replace Pressure Relief Valves	$4,200	$4,200
48	Arena: Replace Two Way Radios	$790	$0
49	Arena: Mechanical Integrity Inspection	$7,060	$7,060
50	Arena: Process Hazard Analysis	$6,250	$6,250
51	Arena: Replace Compressor Room Doors	$4,150	$0
52	Arena: Square CC Processing Cashier Fee	$840	$840
53	Arena: Increase Professional Development	$300	$0
54	Arena: Increase COGS	$5,000	$5,000
55	Arena: Decrease Revenue - Other Facility Rentals	$8,500	$8,500
56	Arena: Increase Winter Ice Rental Revenue	($12,250)	($12,250)
57	Arena: Skating Helmets for Rent	$500	$500
	General Services Deptartment Total	**$25,640**	**$20,100**
	Arena Fund Total	**$25,640**	**$20,100**
Solid Waste Fund			
General Services			
35	Solid Waste: Increased Street Sweeping Costs	$3,000	$3,000
58	Solid Waste: Continued PFAS Testing (Old Turnpike)	$7,000	$7,000
	General Services Deptartment Total	**$10,000**	**$10,000**
	Solid Waste Fund Total	**$10,000**	**$10,000**
Water Fund			
General Services			
10	Utility Billing: Confined Space Equipment	$6,540	$6,540

Appendix B

Program Change Requests		Department	Manager
12	Utility Billing: Water Meter Testing	$33,210	$33,210
	General Services Deptartment Total	**$39,750**	**$39,750**
	Water Fund Total	**$39,750**	**$39,750**
Wastewater Fund			
General Services			
20	WWTP: Chemical Increase (Caustic)	$5,330	$5,330
21	WWTP: Replacement Chemical Pumps	$10,000	$10,000
22	WWTP: Chemical Tank Replacement	$5,000	$5,000
23	WWTP: Additional PFAS Laboratory Analysis	$3,250	$0
24	WWTP: Increased Electricity Usage	$9,750	$0
25	WWTP: HVAC Removal and Roof Repair	$7,500	$0
26	WWTP: Chemical Decrease (Lime)	($185,100)	($185,100)
27	WWTP: Increased natural gas usage	$21,500	$0
28	WWTP: Snowblower	$1,750	$0
29	WWTP: Offsite Sludge Disposal	$770,020	$770,020
30	WWTP: Crane Buckets	$10,000	$0
36	WWTP: PFAS Local Limits	$12,000	$0
43	WWTP: Chemical Increase (Chlorine)	$10,000	$10,000
	General Services Deptartment Total	**$681,000**	**$615,250**
	Wastewater Fund Total	**$681,000**	**$615,250**
	All Funds Total	**$3,318,020**	**$808,110**

Appendix C

GOALS & POLICIES

Concord City Council Adopted Fiscal Goals for 2020

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

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.

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.

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.

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.

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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 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, and as such, 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 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, Housing Revolving Loan, 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, and Capital Commons Garage
>
> Capital Project funds: Route 3 Corridor, Manchester Street, North End Opportunity Corridor, Sears Block, and Penacook Village Capital
>
> Permanent Funds: Cemetery, Library, Dedicated Income, and Other

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.

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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 "Budget Schedule" section for meeting dates). The Finance Committee holds a public hearing and may amend the budget before a final vote is taken.

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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 five 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 and special revenue funds are fully self-supporting and provide administrative overhead payments to the General Fund. Though not all special revenue funds are self-supporting, each fund strives to have current revenues cover current expenditures.

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Classifications - Revenue

Property Taxes
- Property Taxes

Other Taxes
- Excavation Activity Tax
- Payment-In-Lieu-of-Tax (PILOT)
- Timber Tax

Intergov Revenue
- Other Gov Agencies - Federal
- Other Gov Agencies - State
- Drug Forfeiture or Restitution
- Airport Operators Grant
- Rooms and Meals Tax
- Highway Block Grant
- Household Waste
- Share of Debt Service
- Railroad Tax
- Other Gov Agencies - Local
- School District Payments

Rental Income
- Rental Income

Fines and Penalties
- Fines and Penalties
- Parking Penalties
- False Alarm Penalties
- Fines for Overdue Items
- Fines for Code Prosecution
- Court Ordered Payments

Licenses and Permits
- Fire Prevention Permits
- Construction Permits
- Other Permits
- Licenses
- Street Damage Fees

Investment Income
- Investment Income

Donations
- Donations

Transfer In
- Transfer In - Trust
- Transfer In - General
- Transfer In - Inspection
- Transfer In - Parking
- Transfer In - Airport
- Transfer In - Conserv Prop
- Transfer In - Impact Fee
- Transfer In - Golf
- Transfer In - Arena
- Transfer In - Solid Waste
- Transfer In - NEOCTIF
- Transfer In - Sears Block TIF
- Transfer In - Penacook TIF
- Transfer In - Water
- Transfer In - Wastewater

Capital Contribution
- Utility Investment Fee

Use of Fund Bal/RE
- Use of Fund Balance

Motor Vehicle Reg
- Motor Vehicle Registrations

Dept Service Charges
- MV Transportation Surcharge
- MV Transportation Admin
- MV Waste Disposal
- MV State Agent Admin
- Reports, Prints, and Copies
- Recording Fees

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Dept Service Charges (continued)
- Application Fees
- Review Fees
- Inspection Fees
- Camps
- Aquatics Programs
- Program Fees
- Salt Sales
- Tree Sales
- Timber Sales
- Mark-up
- Non-Resident Library Fees
- Sundry Services
- Special Duty Services
- Police Patrol Servics
- Cruiser Rental Fee
- Police Witness Fees
- Ambulance Charges
- Alarm Boxes
- Motor Vehicle Waste Disposal
- Concession Sales
- Private Fire Service
- Other Service Charges
- Sludge Disposal
- Testing Services

Parking-Metered
- Metered Parking
- Metered Parking Cards

Water Sales
- Water Usage
- Water Availability

Wastewater Sales
- Sewer Usage
- Sewer Usage-Towns
- Leachate Processing
- Septage Processing

SW Commercial Sales
- Commercial Disposal
- DTSWRD - Downtown SW Rem Dist

SW Residential Sales
- PAYT Bags
- PAYT Containers
- Contaminated Loads
- Cart Collection Program

Golf Permit and Fees
- Seasonal Passes
- Daily Fees

Pro Shop Sales
- Cart Rental
- Handicapping
- Driving Range
- League and Tournament Fees
- Golf Simulator Revenue
- Pro Shop Sales

Motor Vehicle Reg
- Motor Vehicle Registrations

Retiree Health Reimb
- Retiree Health Insurance

Other Revenue
- Sales of Lots and Niches
- Sale of Assets
- Advertising
- Cable TV Franchise
- Finance Charges
- Insurance Dist and Credits
- Forest Loss Reimbursement
- Reimbursements
- Other Revenue

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Classifications - Expense

Compensation
- Full Time
- Part Time
- Temporary
- Overtime
- Holiday
- Allowance

Fringe Benefits
- Retirement
- FICA
- Beneflex
- Retiree Health
- Worker's Compensation
- Unemployment Insurance

Outside Services
- Professional Development
- Business Expense
- Dues & Memberships
- Repairs and Maintenance
- Professional Services
- Software/Hardware Maintenance
- Advertising
- Rent
- Communications
- Postage
- Bond Costs

Supplies
- Office Supplies
- Library Books and Materials
- Departmental Supplies
- Auto Parts
- Grounds and Horticultural
- Building Supplies
- Uniforms
- COGS
- League and Tournament
- Chemicals
- Vehicle Fuel
- Winter Treatment Supplies

Utilities
- Electricity
- Natural Gas and Propane
- Solid Waste Disposal
- Heating Oil and Kerosene
- Water and Wastewater

Insurance
- Insurance Dedutible
- Property and Auto Insurance
- Liability Insurance

Capital Outlay
- Capital Outlay - GL

Debt Service
- Principal
- Interest

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Miscellaneous

- Other
- Taxes - Real Estate
- Special Programs
- Special Programs-Burial
- Special Programs-Gen Relief
- Special Programs-Medical
- Special Programs-Rent
- Special Programs-Transport
- Contingency

Allocated Costs

- Administrative Exp Recovery

Transfer Out

- Transfer Out - Trust
- Transfer Out - General
- Transfer Out - Parking
- Transfer Out -Grts & Donations
- Transfer Out - Golf
- Transfer Out - Solid Waste
- Transfer Out - Gen Cap Proj
- Transfer Out - NEOCTIF Capital
- Transfer Out - SearsBlkTIF Cap
- Transfer Out - Water Capital
- Transfer Out - Wastewater Cap

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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 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 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 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 in preceding "Classifications" section).

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.

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.

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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) 1040hrs / 2080 hrs = .5 FTE.

Function – A term used to identify functional areas (e.g. General Government, Public Safety, Parking, Golf, Solid Waste, Sears Block TIF District).

Fund - A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities or balances (and changes therein), are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance – Generally, fund balance represents the difference between the current assets and current liabilities. The City reserves those portions of fund balance that are legally segregated for a specific future use or which do not represent available, spendable resources and 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 resolutions passed by the highest decision making authority in the City, the City Council. These resolutions constitute a binding constraint that establishes, modifies, or rescinds 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.

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.

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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.

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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 43,412 as of July 1, 2018, a 1.71% increase over the last official census as of April 1, 2010 number of 42,683, 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 2019, he was re-elected for his seventh consecutive term. Thomas J. Aspell, Jr., the City Manager, was appointed in April 2006. The City has had four City Managers since 1978. The City Manager, pursuant to the City Charter, has all appointive and dismissal powers for paid employees of the City. Appointive authority for boards and commissions is shared between the Mayor, City Council, and City Manager.

In addition to serving as the seat of state and county government, Concord hosts several federal agencies, and is the only full-service local government between 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 2019 was 2.2%. This compares favorably to New Hampshire's rate of 2.4% and to the United States rate of 3.8 %. Concord's rate also remains the lowest among the top 3 New Hampshire cities with Manchester at 2.6% and Nashua at 2.7%. 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, 2018 increased overall by 3.74% compared to April 1, 2017. The cumulative total residential, manufactured homes and condominiums increased 5.19% in assessed value. The average assessed value of a single-family home in Concord as of April 1, 2018 was $255,319, up slightly from $244,011 the year before.

Tax collections percentage as of June 30, 2019 for the 2018 Tax Year was 98.5%, slightly lower than the previous year. Total tax delinquencies for all years were stated at $2.4 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.

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The City has a robust program of business attraction and retention coordinated by its Economic Development Director, Community Development Department and City Administration. Resources include a separate Economic Development website as well as a real estate database to assist site selectors. The Economic Development Director also conducts the City's business visitation program.

In FY19, notable new businesses to Concord included MetalMax Roofing and Siding and ArgenTech Solutions. MetalMax acquired property at 28 Locke Road from which to establish their New England base of operations. ArgenTech Solutions provides state of the art training in unmanned aerial vehicle training and implementation.

FY19 also saw the opening of the Aldi Supermarket at 289 Loudon Road. This facility was the lynchpin for the second phase of the commercial development along the north side of Loudon Road.

The City also continued its efforts to overhaul its zoning ordinance via the implementation of a form-based code in FY19. This work will result in a complete re-understanding of zoning and land use in the community. Implementation of phase 1 of this effort is expected in FY20.

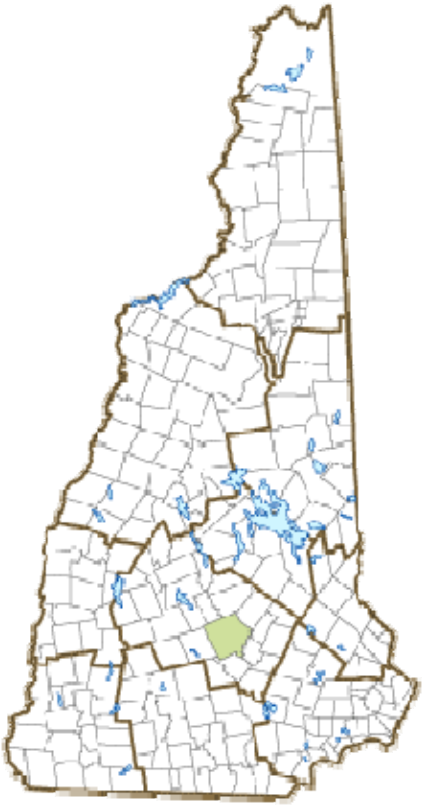
In May 2017, the City entered into a Purchase Option Agreement to sell 2.5 acres of the former Allied Leather Tannery site to the Caleb Development Corporation for $540,000. Caleb plans to develop a 54-unit workforce housing project at the property. When fully completed, the project will generate $3 million in new Assessed Value. The developer has secured development permits and approvals for the project, as well as financing. To support the project, the City secured a $500,000 Community Development Block Grant (CDBG) to complete various infrastructure improvements on behalf of the project. The CDBG funded improvements were underway as of June 30, 2019 and completed in early September 2019 (FY20). The City and Caleb closed on the sale of the property on September 18, 2019. Phase I of Caleb's project (34 units) is underway and will be completed in September 2020.

In October 2017, the City Council approved selling the former NH Employment Security property to Dol Soul Properties L.L.C. for $1.075 million. The developer planned 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 develop-ment was projected to generate $20.8 million in new Assessed Value. Upon completing due diligence, Dol Soul determined the project had a financial gap and would not be viable without additional assistance from the City. On August 12, 2019 (FY20), the City Council held a public hearing concerning proposed amendments to the Project's Pur-chase and Sales/Development Agreement relative to additional City support to resolve the project's funding gap. Ultimately, the City Council voted to not move forward with the amendments and Dol Soul withdrew from the project. The City has reactivated marketing efforts for the site and has been contacted by several interested parties.

Since the completion of the Downtown Complete Streets Project (aka the Main Street Project) in 2016, 88 new market rate dwelling units have been built in the greater Main Street area. These units have tapped into a significant demand for quality housing in Concord demonstrated by a 0.8% 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 Districts11, 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, 2017 (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) 2013-2017)

Total Housing Units	18,542
Single-Family Units, Detached or Attached	8,969
Units in Multiple-Family Structures:	
Two to Four Units in Structure	3,171
Five or More Units in Structure	5,377
Mobile Homes and Other Housing Units	1,025

Population (US Census Bureau)

Total Population	Community	County
2017	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 2013-2017)

Population by Age Group	
Under age 5	2,003
Age 5 to 19	7,141
Age 20 to 34	9,596
Age 35 to 54	11,741
Age 55 to 64	5,576
Age 65 and over	6,660
Median Age	39.6 years

Educational Attainment, population 25 years and over	
High School graduate or higher	91.7%
Bachelor’s degree or higher	37.4%

Appendix D

Labor Force (NHES - ELMI)		
Annual Average	2007	2017
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	2007	2017
Goods Producing Industries		
Average Employment	$1,944	$1,659
Average Weekly Wage	$915	$1,205
Service Providing Industries		
Average Employment	$27,261	$27,744
Average Weekly Wage	$754	$982
Total Private Industry		
Average Employment	$29,205	$29,403
Average Weekly Wage	$764	$995
Government (Federal, State, and Local)		
Average Employment	$11,864	$11,100
Average Weekly Wage	$828	$1,109
Total, Private plus Government		
Average Employment	$41,069	$40,503
Average Weekly Wage	$783	$1,026

Source: https://www.nhes.nh.gov/elmi/products/cp/profiles-htm/concord.htm

Economic & Labor Market Information Bureau, NH Employment Security, August 2019.

Appendix D

Projected Ending FY21 Fund Balance/Net Position

Fund	Estimated Beginning FY21 Fund Balance/ Net Position	FY21 Budget Revenue	FY21 Budget Expense	Projected Increase/(Decrease) in Fund Balance/ Net Position	Projected Ending FY19 Fund Balance/ Net Position	% Change
General Fund	19,206,740	68,440,543	68,440,543	-	19,206,740	0%
Non-Major	3,629,399	10,056,604	10,386,954	(330,350)	3,299,049	-9%
Water Fund	52,047,716	6,381,560	6,806,207	(424,647)	51,623,069	-1%
Sewer Fund	45,949,735	8,127,654	8,538,963	(411,309)	45,538,426	-1%
Total Enterprise Funds	97,997,451	14,509,214	15,345,170	(835,956)	97,161,496	-1%
N End Opportunity Corridor TIF	1,913,900	494,675	244,985	249,690	2,163,590	13%
Sears Block TIF District	476,267	1,233,900	1,231,445	2,455	478,722	1%
Penacook Village TIF District	144,418	149,735	58,095	91,640	236,058	63%
Total Debt Service Funds	2,534,585	1,878,310	1,534,525	343,785	2,878,370	14%

For Budgetary Purposes Only

Appendix D

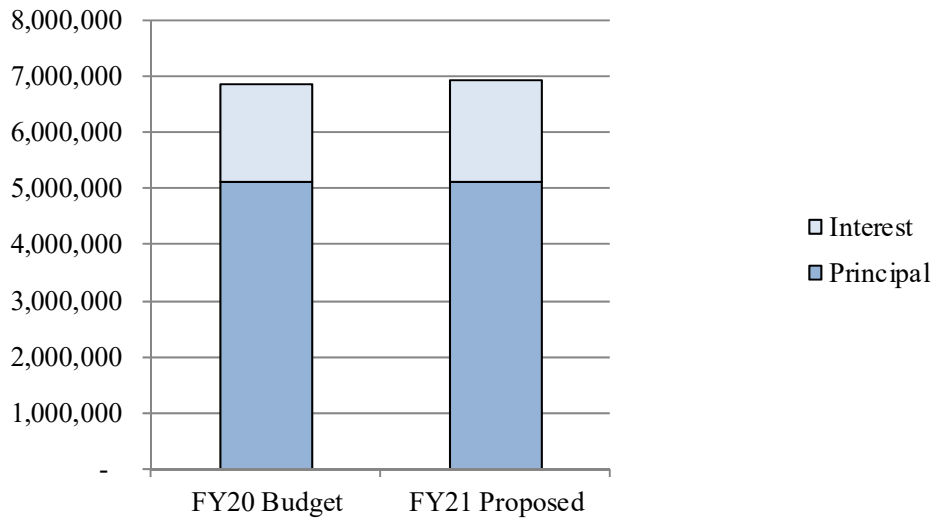
Projected Ending FY21 Fund Balance/Net Position Description

Non-Major Funds
Budgeted Non-Major anticipate an economic slowdown related to the Covid-19 pandemic.

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	FY20 Budget	FY21 Proposed
Interest	1,734,810	1,791,730
Principal	5,104,475	5,120,790
Grand Total	**6,839,285**	**6,912,520**



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
FY2020 - FY2026

Revenues	FY20 Budget	FY20 Estimated	FY21 Budget	FY22 Projected	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected
Property Taxes	41,874,229	41,940,000	42,194,952	46,737,008	49,177,413	52,226,629	55,541,584	58,225,775
Other Taxes	756,332	792,048	808,479	808,500	800,400	800,400	800,400	792,400
Intergov Revenue	4,873,807	4,887,140	4,861,248	4,618,200	4,687,500	4,757,800	4,805,400	4,877,500
Rental Income	285,743	196,938	285,940	285,900	288,800	288,800	277,900	277,900
Fines and Penalties	518,500	559,470	566,500	572,200	577,900	577,900	556,000	556,000
Licenses and Permits	1,334,040	1,438,770	988,480	948,900	948,900	967,900	996,900	1,026,800
Investment Income	700,000	610,000	390,000	195,000	97,500	126,800	221,900	225,200
Donations	47,500	46,700	48,200	47,700	47,000	47,000	49,400	49,400
Transfer In	4,048,333	4,006,347	3,964,400	3,885,100	3,885,100	3,524,000	3,576,900	3,630,600
Motor Vehicle Reg	7,081,994	7,000,000	7,000,000	6,650,000	6,317,500	6,317,500	6,317,500	6,507,000
Dept. Service Charges	3,568,677	3,458,449	3,603,259	3,603,300	3,621,300	3,639,400	3,657,600	3,675,900
Retiree Health Reimb	1,409,670	1,334,900	1,338,680	1,338,700	1,338,700	1,338,700	1,338,700	1,338,700
Other Revenue	946,825	1,067,570	947,515	947,500	994,900	1,044,600	1,096,800	1,096,800
Use of Fund Bal/RE	1,107,100	-	1,500,000	-	-	-	-	-
Total Revenues	68,552,750	67,338,333	68,497,653	70,638,008	72,782,913	75,657,429	79,236,984	82,279,975
Expenditures								
O&M Expenses	56,430,568	54,736,583	57,361,776	59,212,800	61,039,200	62,923,400	65,720,200	67,779,800
Capital Transfer	454,250	454,250	412,500	537,250	698,250	714,500	610,000	745,000
Transfer Out to SW	1,061,588	1,061,588	1,061,588	1,093,440	1,126,240	1,160,030	1,194,830	1,230,670
Transfer Out Trust & Other Funds	3,247,734	3,431,134	1,947,850	1,947,850	2,054,750	2,054,750	2,054,750	2,054,750
Capital Outlay	60,810	54,450	25,700	44,600	45500	46600	47100	48500
(New) Tax Rate Portion of Paving Program				106,900				
Authorized Unissued Debt		794,800						
Bonded CIP	Informational		5,260,000	8,019,000	13,542,500	12,590,400	13,357,000	16,480,000
Associated Debt Service		76,831	508,469	803,150	1,413,720	1,338,990	1,394,860	1,922,667
Debt Service								
Future Debt Service Estimate				585,300	1,388,450	2,802,170	4,141,160	5,536,020
Existing Debt Service Schedule	7,297,800	7,297,800	7,688,239	7,109,868	6,430,523	5,955,979	5,468,944	4,885,235
Total Expenditures	68,552,750	67,035,805	68,497,653	70,638,008	72,782,913	75,657,429	79,236,984	82,279,975
		Overlay & War Service Credit	567,400	567,800	567,800	567,800	567,800	567,800
		Amount to be Raised by Property Taxes	42,762,352	47,304,808	49,745,213	52,794,429	56,109,384	58,793,575
		Assessed Value (000)	4,376,904	4,390,904	4,404,904	4,418,904	4,432,904	4,446,904
		Projected Property Tax Rate	9.77	10.77	11.29	11.95	12.66	13.22
		Projected Increase		10.2%	4.8%	5.8%	5.9%	4.4%

Parking Fund Pro Forma
FY2020 - FY2030

	FY2020 Budget	FY2020 Estimated	FY2021 Request	FY2022 Projected	FY2023 Projected	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected
REVENUES:												
Revenue	$ 2,775,614	$ 2,208,972	$ 2,691,830	$ 2,848,163	$ 2,993,934	$ 3,040,474	$ 2,980,414	$ 3,024,347	$ 3,103,539	$ 3,066,225	$ 3,104,700	$ 3,034,714
FY 2023 Rate Increase per 2017 Strategic Parking Plan	*$ -*	*$ -*	*$ -*	*$ -*	*$ 337,397*	*$ 347,982*	*$ 332,285*	*$ 342,189*	*$ 347,982*	*$ 338,643*	*$ 347,982*	*$ 334,340*
FY 2028 Rate Increase per 2017 Strategic Parking Plan	*$ -*	*$ -*	*$ -*	*$ -*	*$ -*	*$ -*	*$ -*	*$ -*	*$ -*	*$ 371,341*	*$ 410,474*	*$ 396,366*
Transfer: Sears Block TIF District	$ 225,144	$ 225,144	$ 316,675	$ 319,623	$ 316,847	$ 317,624	$ 313,015	$ 309,188	$ 9,087	$ 9,177	$ 9,269	$ 9,269
Transfer: School Street Reserve	$ 10,500	$ 10,500	$ 10,500	$ 10,500	$ 10,500	$ 10,500	$ 10,500	$ 10,500	$ 10,500	$ 10,500	$ 10,500	$ 10,500
Transfer: General Fund	$ 38,099	$ 38,099	$ 50,693	$ 53,759	$ 100,621	$ 96,138	$ 97,024	$ 97,265	$ 139,083	$ 155,457	$ 176,572	$ 97,265
Transfer: Trust	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL REVENUES	**$ 3,049,358**	**$ 2,482,715**	**$ 3,069,699**	**$ 3,232,045**	**$ 3,759,299**	**$ 3,812,718**	**$ 3,733,238**	**$ 3,783,489**	**$ 3,610,191**	**$ 3,951,344**	**$ 4,059,498**	**$ 3,882,455**
EXPENDITURES:												
O&M Expenses	$ 1,610,087	$ 1,429,665	$ 1,675,307	$ 1,801,325	$ 1,854,348	$ 1,891,133	$ 1,932,334	$ 1,967,134	$ 2,026,663	$ 2,070,312	$ 2,116,652	$ 2,155,877
Overhead	$ 107,263	$ 107,263	$ 108,498	$ 109,583	$ 110,679	$ 111,786	$ 112,903	$ 114,032	$ 115,173	$ 116,325	$ 117,488	$ 118,663
Transfer to Trust	$ 10,500	$ 10,500	$ 10,500	$ 10,500	$ 10,500	$ 10,500	$ 10,500	$ 10,500	$ 10,500	$ 10,500	$ 10,500	$ 10,501
Capital Improvement Program												
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Capital Transfer	$ 6,000	$ 6,000	$ -	$ 5,000	$ -	$ 5,000	$ 5,000	$ 5,000	$ 12,500	$ 5,000	$ 5,000	$ 5,000
Bonds	$ 1,735,000	$ 1,735,000	$ 1,235,000	$ 3,355,000	$ 150,000	$ -	$ 675,000	$ 1,165,000	$ 750,000	$ 2,325,000	$ 160,000	$ 5,200,000
Debt Service												
Existing Debt Service	$ 1,190,705	$ 1,190,305	$ 1,377,370	$ 1,272,275	$ 1,220,734	$ 1,166,664	$ 1,141,062	$ 1,105,001	$ 576,859	$ 554,809	$ 303,415	$ 290,265
Authorized Un-Issued Debt Service	$ -	$ -	$ -	$ 38,400	$ 37,560	$ 36,720	$ 35,880	$ 35,040	$ 34,200	$ 33,360	$ 35,880	$ 35,040
Future Debt Service Estimate	$ -	$ -	$ -	$ 186,559	$ 453,487	$ 463,752	$ 455,304	$ 630,531	$ 659,815	$ 702,607	$ 455,304	$ 630,531
TOTAL EXPENDITURES	**$ 2,924,555**	**$ 2,743,733**	**$ 3,171,675**	**$ 3,423,642**	**$ 3,687,309**	**$ 3,685,555**	**$ 3,692,983**	**$ 3,867,238**	**$ 3,435,711**	**$ 3,492,912**	**$ 3,044,238**	**$ 3,245,877**
PROJECTED NET	**$ 124,803**	**$ (261,018)**	**($101,976)**	**($191,597)**	**$71,990**	**$127,163**	**$40,255**	**($83,750)**	**$174,480**	**$458,431**	**$1,015,259**	**$636,578**
FUND POSITION:												
Beginning Working Capital	$675,944	$675,944	$414,926	$312,950	$121,353	$193,343	$320,506	$360,761	$277,011	$451,491	$909,922	$1,925,182
Ending Working Capital (Fund Balance)	**$800,747**	**$414,926**	**$312,950**	**$121,353**	**$193,343**	**$320,506**	**$360,761**	**$277,011**	**$451,491**	**$909,922**	**$1,925,182**	**$2,561,759**
Fund Balance Fiscal Policy Goal 10% of Expenses	$292,455	$274,373	$317,168	$342,364	$368,731	$368,555	$369,298	$386,724	$343,571	$349,291	$304,424	$324,588

Airport Fund Pro Forma FY 2020-2026

	FY20 Budget	FY20 Estimate	FY21 Request	FY22 Projected	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected
REVENUES:								
Leases and Operations:	362,378	361,452	375,110	379,024	382,987	386,999	391,062	395,177
Total Revenues	362,378	361,452	375,110	379,024	382,987	386,999	391,062	395,177
EXPENDITURES:								
O&M Expenses:	334,731	317,598	342,675	342,680	342,680	342,680	342,680	342,680
Overhead:	44,034	44,034	45,152	45,150	45,150	45,150	45,150	45,150
CIP :								
Capital Transfer	12,500	12,500	-	10,000	15,000	-	18,334	107,362
Bonded CIP	-	-	22,000	-	100,000	30,000	-	1,729,850
Debt Service:								
Future Debt Service Estimate				1,907	1,877	11,015	13,252	12,749
Existing Debt Service Estimate	53,500	53,500	73,500	64,138	56,988	49,938	48,138	41,434
Total Expenditures	444,765	427,632	461,327	463,874	461,695	448,782	467,554	549,376
Projected Net	(82,387)	(66,180)	(86,217)	(84,850)	(78,708)	(61,783)	(76,491)	(154,199)
FUND POSITION:								
Beginning Working Capital	475,360	475,360	409,180	322,963	238,113	159,405	97,622	21,131
Ending Working Capital	392,973	409,180	322,963	238,113	159,405	97,622	21,131	(133,068)
10% of Expenses	44,477	42,763	46,133	46,387	46,169	44,878	46,755	54,938

Golf Fund Pro Forma
FY20 - FY26

Revenues	FY20 Budget	FY20 Estimate	FY21 Budget	FY22 Projected	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected
Camps	30,489	18,157	25,835	26,090	26,350	26,880	27,420	27,970
Seasonal Passes	205,400	160,000	215,170	215,170	217,320	221,670	226,100	230,620
Daily Fees	330,000	275,500	335,000	341,700	348,530	355,500	362,610	369,860
League and Tournament Fee	20,000	30,000	40,800	41,620	42,450	43,300	44,170	45,050
Cart Rental	156,400	137,800	158,000	161,160	164,380	167,670	171,020	174,440
Handicapping	7,000	7,000	7,600	7,680	7,760	7,840	7,920	8,000
Driving Range	50,004	34,500	50,000	51,000	52,020	53,060	54,120	55,200
Golf Simulator Revenue	75,000	64,375	75,000	76,500	78,030	79,590	81,180	82,800
Investment Income	-	380	-					
Pro Shop Sales	116,000	95,000	126,800	130,600	133,210	135,870	138,590	141,360
Concession Sales	42,000	33,600	43,250	43,250	43,250	44,980	46,780	48,650
Advertising	3,500	1,500	2,000	2,000	2,000	2,000	2,000	2,000
Transfer In - General	57,351	50,251	40,596	36,760	59,418	54,193	68,808	78,473
Other Revenue	-	1,290	-	-	-	-	-	-
Rental Income	6,000	1,250	10,700	10,700	10,810	11,030	11,250	11,480
Total Revenues	1,099,144	910,603	1,130,751	1,133,530	1,174,718	1,192,553	1,230,718	1,264,423
Expenditure								
O&M Expenses	1,000,944	977,653	1,021,571	1,042,000	1,062,840	1,105,350	1,144,040	1,166,920
Transfer Out - General	300	300	300	300	310	310	320	330
Transfer Out	3,000	3,000	3,000					
Capital Program								
Transfer to CIP	-	-	-	-	25,000	-	-	-
Authorized Unissued Debt	Informational		3,000					
Bonded CIP Program			135,000	125,000	45,000	120,000	120,000	140,000
Debt Service								
Future Debt Service Estimate				14,030	27,668	31,993	44,558	56,773
Existing Debt Service Schedule	94,900	94,900	105,880	77,200	58,900	54,900	41,800	40,400
Total Expenditures	1,099,144	1,075,853	1,130,751	1,133,530	1,174,718	1,192,553	1,230,718	1,264,423
Projected Net	-	(165,250)	-	-	-	-	-	-
FUND POSITION:								
Adjusted Beginning Working Capital	10,767	10,767	(154,483)	-	-	-	-	-
Ending Working Capital	10,767	(154,483)	(154,483)	-	-	-	-	-
10% of expenses	109,900	107,600	113,100	-	-	-	-	-

Arena Fund Pro Forma
FY2020 - FY2026

	FY20 Budget	FY20 Estimate	FY21 Request	FY22 Projected	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected
Revenue								
Sale and Operations	666,200	651,852	680,600	683,628	690,464	697,369	704,342	711,400
Winter Ice Prime Rate/Hr	265	265	265	*268*	*270*	*273*	*276*	280
Winter Ice Non-Prime Rate/Hr	194	194	194	*198*	*200*	*208*	*208*	215
Winter In HS Games Rate /Hr	273	273	273	*278*	*281*	*292*	*292*	300
Transfer In-GF (Share of Debt)								
Total Revenues	666,200	651,852	680,600	683,628	690,464	697,369	704,342	711,400
Expenditure								
O&M Expenses	496,109	525,436	533,830	544,507	555,397	566,505	577,835	589,391
Transfer Out	70,287	70,287	70,555	71,966	73,405	74,874	76,371	77,898
Capital Outlay	15,800	15,800	-	-	-	-	-	-
Authorized Unissued Debt		3,000						
Bonded CIP	Informational		505,000	100,000	75,000	650,000	100,000	-
Prior Year CIP Debt Service				51,626	8,982	6,582	70,616	7,624
Debt Service								
Future Debt Service Estimate				51,626	60,608	67,190	137,806	145,430
Existing Debt Service	65,700	65,700	63,860	57,105	55,555	54,255	44,055	42,009
Total Expenditures:	647,896	677,223	668,245	725,203	744,965	762,824	836,067	854,729
Projected Net	18,304	(25,371)	12,355	(41,576)	(54,501)	(65,455)	(131,724)	(143,329)
Fund Position:								
Beginning Working Capital	240,989	240,989	215,618	227,973	186,397	131,896	66,442	(65,283)
Ending Working Capital	259,293	215,618	227,973	186,397	131,896	66,442	(65,283)	(208,612)
10% of expenses	66,620	65,190	68,060	68,360	69,050	69,740	70,430	71,140

Solid Waste Fund Pro Forma
FY2020 - FY2026

Revenues	FY20 Budget	FY20 Estimate	FY21 Request	FY22 Projected	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected
PAYT	1,657,440	1,544,846	1,656,840	2,071,050	2,091,761	2,112,678	2,133,805	2,155,143
Recycling	100,116	101,476	97,216	98,188	99,170	100,162	101,163	102,175
Other Services	1,638,137	1,390,660	1,599,508	1,647,493	1,696,918	1,747,826	1,800,260	1,854,268
Other	1,300	3,500	1,300	1,300	1,300	1,300	1,300	1,300
Transfer In - General	1,061,588	1,061,588	1,061,588	1,093,436	1,126,239	1,160,026	1,194,827	1,230,671
PAYT Price Adjustment %				25%				
PAYT Price Adjutment Additional Revenue				414,210				
Total Revenues	4,458,581	4,102,070	4,416,452	4,911,467	5,015,387	5,121,991	5,231,355	5,343,558
Expenses								
PAYT	1,644,225	1,820,158	1,687,864	1,738,500	1,790,655	1,844,375	1,899,706	1,956,697
PAYT Contract Adjustments							100,000	103,000
Recycling	1,133,982	1,123,268	1,176,120	1,211,404	1,247,746	1,285,178	1,323,733	1,363,445
Recycling Contract Adjustments							500,000	515,000
Other Services	1,646,167	1,402,870	1,613,884	1,662,301	1,712,170	1,763,535	1,816,441	1,870,934
Landfill	87,545	90,900	81,104	83,537	86,043	88,625	91,283	94,022
Capital Program								
Capital Transfer				-	-	-	-	-
Bonded CIP				-	-	-	-	-
Debt Service								
Future Debt Service Estimate				-	-	-	-	-
Existing Debt Service Schedule	27,420	27,420	23,690	21,042	20,532	20,122	18,642	18,302
Total Expenditures	4,539,339	4,464,616	4,582,662	4,695,741	4,836,613	4,981,712	5,731,163	5,903,098
Projected Net	(80,758)	(362,546)	(166,210)	215,726	178,774	140,279	(499,808)	(559,541)
FUND POSITION:								
Beginning Working Capital	1,670,519	1,670,519	1,307,973	1,141,763	1,357,489	1,536,263	1,676,542	1,176,734
Ending Working Capital	1,589,761	1,307,973	1,141,763	1,357,489	1,536,263	1,676,542	1,176,734	617,194
10% of expenses	453,930	446,460	458,270	469,570	483,660	498,170	573,120	590,310

Water Fund Pro Forma
FY2020 - FY2026

Revenue	FY20 Budget	FY 20 Estimate	FY21 Request	FY22 Projected	FY23 Projected	FY24 Projected	FY 25 Projected	FY 26 Projected
Sales and Operations	4,719,660	4,547,380	4,753,700	4,878,490	5,057,290	5,264,220	5,485,750	5,726,830
Fixed Rate	1,170,000	1,169,390	1,170,000	1,170,000	1,175,850	1,181,730	1,187,640	1,193,580
Service Charges	232,500	236,680	280,000	288,400	297,050	305,960	315,140	324,590
Capital Contribution	20,000	40,700	20,000	20,000	20,000	20,000	20,000	20,000
Investment Income	76,000	93,440	76,000	76,380	77,140	78,680	81,040	83,470
Other	70,240	80,035	81,860	85,130	88,540	92,080	95,760	99,590
Total Revenues	6,288,400	6,167,625	6,381,560	6,518,400	6,715,870	6,942,670	7,185,330	7,448,060
			-	*166,380*	*182,940*	*214,930*	*223,730*	*246,860*
			-	*124,790*	*137,210*	*161,200*	*167,800*	*185,150*
			0.0%	3.50%	3.75%	4.25%	4.25%	4.50%
Expenses								
Operations	2,969,838	2,930,526	3,067,160	3,159,170	3,253,950	3,351,570	3,452,120	3,555,680
Capital Outlay	119,000	119,000	119,000	121,980	125,030	128,160	131,360	134,640
Debt Service	1,954,100	1,954,100	2,250,560					
Transfer Out - Trust	245,000	257,000	235,000	235,000	235,000	235,000	235,000	235,000
Transfer Out - General	857,582	857,582	918,137	936,500	955,230	979,110	1,003,590	1,028,680
Transfer Out - Solid Waste	4,350	4,350	4,350	4,350	4,350	6,090	6,090	6,090
Transfer Out - Capital Projects	194,375	194,375	212,000	177,625	189,125	228,500	214,750	238,250
Authorized Unissued Debt		36,500						
CIP Project Amounts	Informational		1,181,000	504,500	417,000	508,000	3,065,000	570,000
Prior Year CIP Debt Service				123,596	48,462	40,474	49,663	335,756
Debt Service								
Future Debt Service Estimate				123,596	172,059	212,533	262,196	597,951
Existing Debt Service Schedule				2,250,550	2,123,337	2,041,905	1,889,367	1,801,430
Total Expenditures	6,344,245	6,316,933	6,806,207	7,008,771	7,058,081	7,182,868	7,194,473	7,597,721
Projected Net	(55,845)	(149,308)	(424,647)	(490,371)	(342,211)	(240,198)	(9,143)	(149,661)
FUND POSITION:								
Beginning Working Capital	3,802,496	3,802,496	3,653,188	3,228,541	2,738,170	2,395,959	2,155,762	2,146,619
Ending Working Capital	3,746,651	3,653,188	3,228,541	2,738,170	2,395,959	2,155,762	2,146,619	1,996,958
25% Operation Expenses	742,460	732,630	766,790	789,790	813,490	837,890	863,030	888,920
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%)	471,970	454,740	475,370	487,850	505,730	526,420	548,580	572,680
Target Working Capital	1,714,430	1,687,370	1,742,160	1,777,640	1,819,220	1,864,310	1,911,610	1,961,600

Wastewater Fund Pro Forma
FY2020 - FY2026

Revenue	FY20 Budget	FY 20 Estimate	FY21 Request	FY22 Projected	FY23 Projected	FY24 Projected	FY 25 Projected	FY 26 Projected
Sewer Usage	6,738,979	6,496,320	7,172,000	7,736,310	8,256,900	8,645,800	9,009,120	9,388,150
Sewer Usage-Towns	218,000	229,000	195,000	195,000	195,000	195,000	195,000	195,000
Leachate Processing	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Septage Processing	65,000	80,000	70,000	70,000	70,000	70,000	70,000	70,000
Service Charges	23,100	15,953	23,100	23,100	23,100	23,100	23,100	23,100
Capital Contribution	40,000	55,100	40,000	40,000	40,000	40,000	40,000	40,000
Investment Income	104,000	104,000	104,000	104,000	104,000	104,000	104,000	104,000
Other	586,434	340,117	323,554	323,554	323,554	323,554	323,554	323,554
Total Revenues	7,975,513	7,520,490	8,127,654	8,691,964	9,212,554	9,601,454	9,964,774	10,343,804
			535,950	*573,760*	*502,860*	*350,920*	*367,450*	*382,890*
			401,960	*430,320*	*377,150*	*263,190*	*275,590*	*287,170*
			8.25%	8.00%	6.50%	4.25%	4.25%	4.25%
Expenses								
Operations	4,427,899	4,081,982	4,641,614	4,757,654	4,876,596	4,998,511	5,123,473	5,251,560
Capital Outlay	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000
Transfer Out - Trust	175,000	190,000	175,000	175,000	175,000	175,000	175,000	175,000
Transfer Out - General	1,081,708	1,081,708	1,115,899	1,143,796	1,172,391	1,201,701	1,231,744	1,262,537
Transfer Out - Solid Waste	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750
Transfer Out - Capital Projects	84,375	84,375	27,000	77,625	89,125	113,500	74,750	98,250
Authorized Unissued Debt		36,500						
CIP Project Amounts	Informational		1,550,000	2,767,500	2,695,000	2,365,000	3,880,000	4,450,000
Prior Year CIP Debt Service				161,111	277,673	277,320	234,181	409,736
Future Debt Service Estimate				161,111	438,784	716,104	950,285	1,360,021
Existing Debt Service Schedule	3,033,900	3,039,280	2,517,700	2,297,025	2,204,573	2,107,672	2,026,270	1,927,910
Total Expenditures	8,864,632	8,539,095	8,538,963	8,673,962	9,018,219	9,374,237	9,643,272	10,137,028
Projected Net	(889,119)	(1,018,605)	(411,309)	18,002	194,335	227,217	321,502	206,776
			Current Portion of State Grant					
FUND POSITION:								
Beginning Working Capital	3,886,716	3,886,716	2,868,111	2,456,802	2,474,804	2,669,139	2,896,356	3,217,858
Ending Working Capital	2,997,597	2,868,111	2,456,802	2,474,804	2,669,139	2,896,356	3,217,858	3,424,633
25% Operation Expenses	1,106,970	1,020,500	1,160,400	1,189,410	1,219,150	1,249,630	1,280,870	1,312,890
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%)	673,900	649,630	717,200	773,630	825,690	864,580	900,910	938,820
Target Working Capital	2,280,870	2,170,130	2,377,600	2,463,040	2,544,840	2,614,210	2,681,780	2,751,710

Notes:

The FY20 budget includes a supplemental appropriation of $275,000.

Current Portion of State Grant included in revenue