CITY OF CONCORD

OPERATING BUDGET
AND
CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2024

JULY 1, 2023 – JUNE 30, 2024

For the City of Concord, New Hampshire, as adopted by the Concord City Council on June 5, 2023

City Manager

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Finance Committee Budget Schedule

May 11	Thursday		Budget Delivery to City Council
May 18	Thursday	5:30 PM	City Manager's Fiscal Year 2024 Budget Presentation - Schedule - Transmittal Letter - Budget Summaries - Resolutions - General Fund Revenue & Expense Non-Public Session
May 22	Monday	5:30 PM	General Government Public Safety - Police - Fire General Services
May 25	Thursday	5:30 PM	Community Development Leisure Services - Library - Parks & Recreation Human Services Capital Improvement Program - TIF Districts - Capital
May 29	Monday		Holiday
June 1	Thursday	5:30 PM	Special Revenue Funds - Parking - Airport - Conservation Property - Revolving Loan - Golf - Arena - Solid Waste Enterprise Funds - Water - Wastewater
June 5	Monday	5:30 PM	Committee Work Session Public Hearings Public Hearing Action (Budget Adoption)

CITY OF CONCORD

New Hampshire's Main Street™

City Manager's Office

Thomas J. Aspell, Jr.
City Manager

May 11, 2023

Honorable Mayor and City Council:

It is my pleasure to submit to you the proposed budget for Fiscal Year 2024. This budget includes a proposed tax rate increase of 3.95%, well below the consumer price indices reported in the past twelve months, and continues to align with the City Council's goals. This budget maintains the City's investment in emergency services and expands on serving the needs of the City's most vulnerable populations. Capital projects that support public infrastructure improvements are included, and quality of life dominates this proposal. This budget includes funding for significant supply cost increases due to market forces, and network security and management improvements. It provides for a Class and Compensation study to better align the City's positions with the competitive market to help recruit new employees, and retain existing staff and an expanded paid Family Medical Leave program to align with the State's efforts. It also includes an increased investment in education and training for City employees to allow enhancement of their skills and maintain certifications. All efforts have been and will continue to be made to ensure that costs are contained while continuing to provide high quality services.

Fiscal Year 2024 Challenges

Developing the City of Concord's annual budget requires balancing competing fiscal challenges and demands for services and projecting estimated revenues. One of the most important drivers in this process is the fundamental effort to return to a balanced budget. The Fiscal Year 2023 budget was adopted using $375,000 in Unassigned Fund Balance. This amount was reduced to zero at the November 2022 tax rate setting with the use of additional Rooms and Meals Tax revenue received from the State. In addition to eliminating the use of fund balance, the City also lowered the tax rate increase at that time.

The Fiscal Year 2024 budget started with a number of challenges; inflation at higher levels than seen in years, a 9.5% health insurance rate increase, double digit increases in the cost of energy, and costs for supplies and chemicals increasing at unprecedented rates. Conversely, the City is also recognizing positive attrition relief in wages and benefits; a reduction in New Hampshire Retirement System rates; and revenue increases in Investment Income, Motor Vehicle Registrations and Building Permits.

The City continues its initiatives around diversity, equity, inclusion, justice and belonging (DEIJB); working with organizations such as the Overcomers Refugee Services, Ascentria, and Second Start. With the new fee structure in place, the Citywide Community Center is used by local organizations such as Change for Concord, Project Story, Riverbend, and the Senior Meals Program. The City is a designated Recovery Friendly Workplace, as well as the first municipality in the state to be recognized with the New Hampshire Veteran-Friendly Bronze Business distinction.

The City has also implemented policies supportive of LGBTQ+ individuals and works with the Municipal Equality Index. The Fiscal Year 2024 budget includes funding to facilitate a wider recruitment net from diverse pools of candidates.

Fiscal Year 2023 Review

Fiscal Year 2023 included the addition of four new full-time Fire Department employees to staff Ambulance 1, and funding to increase labor grades for qualified Firefighters to Advanced EMTs. The Police Department added two new Police Officer positions. The Community Development Department reorganized positions to add an Assistant Community Development Director, a Director of Special Projects and Strategic Initiatives, and a Permitting Systems Coordinator. This reorganization also discontinued the positions of Director of Redevelopment, Downtown Services and Special Projects; and vacant Economic Development Marketer positions. Fiscal Year 2023 also returned funding for an Assistant City Prosecutor, and added a Network Security Engineer, two part time Library Technicians, an Assistant Golf Professional, and a Fiscal Technician II.

This Fiscal Year saw the completion or advancement of several high-profile projects within the City, including:

Private Projects

- Redevelopment of the former New Hampshire Employment Security Building by John J. Flatley Companies;
- Reached an agreement with United Therapeutics Corporation to build a 36,000 SF building at the Concord Airport;
- Construction of the new Grappone Mazda dealership on Manchester Street; and
- Construction, which is underway, for the Penacook Landing Apartments Phase II.

City Projects

- City Council authorized funding for the design of the Loudon Road Bridge Project;
- Began the design phase of the Beaver Meadow Clubhouse Project;
- Design is ongoing for the Penacook Riverfront Park Project;
- Construction is ongoing for the Splash Pad at White Park; and
- Installation of the soccer mini pitch project at Keach Park is nearing completion.

City Private Partnership Projects

- The partnership with the Friends of the Merrimack River Greenway Trail continues regarding a portion of the trail along the Merrimack River, between Exits 13 & 14;
- The partnership continues with Interchange Development LLC to construct public improvements to US Route 4 and Whitney Road that facilitate development of Merchants Way;
- The design work with the New Hampshire Department of Transportation on the I-93 project specifications for Exits 13 with the Manchester Street corridor and Terrill Park, as well as the Loudon Road Bridge Design;
- Partnership with Unitil for the LED Streetlight Replacement Project; and
- Partnership with the Boys and Girls Club of Central New Hampshire for the construction of a City Branch Library and Recreation Center in Penacook Village.

The City also continued its annual vehicle replacement program and, in Fiscal Year 2023, has ordered a new Tower Truck for the Fire Department, which has an 18-month lead time for delivery. Other General Services light trucks and plow trucks have between a 12–24 month delivery window as well. Significant investments continue in the Neighborhood Street Paving Program with $2,655,000 from the annual CIP program, and an additional $741,000 provided by the State of New Hampshire as a one-time increase in Highway Block Grant, for a total of $3,396,000 of additional street paving funded in Fiscal Year 2023.

Additionally, the LED light conversion project at Rollins Park is completed and is nearly complete at Rolfe Park, the next phase of irrigation replacement at Beaver Meadow Golf Course and continued major improvements at both the Water and Wastewater Treatment Plants are underway. The City is also now receiving revenue from Essex Hydro from the Net Metering Agreement.

Staffing and turnover of City staff continues to be an issue in several departments. In Calendar Year 2022, the City had an overall employee turnover rate of 16.7%, relatively significant. The Police Department's vacancy rate is nearly 20% and currently has 16 vacant police officer positions. Recruiting and retaining employees continues to be a challenge and top priority. Labor wage increases, enhanced leave, and recruitment/retention benefits that the City Council approved earlier this year will help with these efforts.

Fiscal Year 2023 is the second year that American Rescue Plan Act funds were used in both the General Fund ($945,000) and the Parking Fund ($438,000). These funds were used as revenue to offset the costs of operational wages and other operational expenses. The final allocation of $899,990 is budgeted in Fiscal Year 2024, in the General Fund only, for the same purpose.

Fiscal Year 2024 Budget

The Fiscal Year 2024 budget presented here totals $130,104,467 across all funds, with a 3.95% tax rate increase for the General Fund.

The recommended Fiscal Year 2024 Operating Budget comes after the financial rating agency's recognition of the City's strong fiscal management. The City's AA+ rating allows the City to secure favorable rates for infrastructure to support equity, affordability, and resiliency in all neighborhoods.

Fiscal Year 2024 Budget Assumptions

As in past years, this budget is premised on several significant financial assumptions for compensation, utilities and supplies. It also includes increased revenues to help offset some of the additional expenses.

The City has locked in pricing for gasoline/diesel and electricity that is lower than the market highs of just a few months ago. While there are still increases in the budget, they are not as significant as originally feared. Price increases are also being realized and budgeted for building supplies, fleet parts, road salt and sand. Wage increases for full and part-time employees reflect the need to retain and attract quality employees and keep pace with inflationary pressures. Wages for temporary positions increase to attract and retain staff. Health insurance increase is a significant 9.5%. Offsetting some of these increases, the New Hampshire Retirement System rates decreased slightly; and due to staff turnover and attrition, overall wage and Beneflex cost increases were less than anticipated. The City's new self-insured dental program with Delta Dental is on plan with expectation after nine months of experience. With the increased temporary wages, the Arena and Golf Course are able to attract and retain seasonal staff. Recreation, cemetery and lifeguard positions are still challenging to fill. All six pools and the splash pad at White Park are budgeted to be open this summer.

This budget includes $899,990 of ARPA funding to fund operational wages and other operational costs, which is the final year of ARPA funding under this program. With the Federal Reserve's increasing interest rates this past year, the City is on track to exceed its budgeted revenue for investment income for Fiscal Year 2023. Although there is talk of a slight rate easing by the Federal Reserve late in calendar year 2023, the City still anticipates solid investment income in Fiscal Year 2024 with an increase of $510,000 over Fiscal Year 2023. An additional $100,000 in motor vehicle registration revenue is budgeted. While interest rates for new cars are at their highest levels in years, inventory on dealer lots is increasing and projections for demand continue to be strong. At a more local level, with increasing calls for service, ambulance charges are estimated to increase by $252,000.

The City decreased the use of Recreation Reserve to $200,000. An increase in the transfer to the Highway Reserve by .25% of the tax rate, or $117,900, is also proposed to enhance the Neighborhood Street Paving Program. With this increase, the City now annually invests $857,000 as a portion of the tax rate for Highway Reserve purposes.

Of particular note, there is no use of unassigned fund balance in the Fiscal Year 2024 budget, which meets Council Goal #1.

Public Safety – City Council Goal #3

The Fire Department responds to approximately 10,800 calls for service annually. Seventy-four percent (74%) of these calls are for emergency medical services (EMS). This budget includes the continuation of the permanent new ambulance crew for the full-year and upgrading of certifications for Emergency Medical Technicians (EMTs) to Advanced EMTs. These needed changes will significantly improve service across the community. The City continues to invest in the Fire Department personnel and operations with additional funding to backfill for training, $26,000; paramedic education tuition, $21,900; fire burn (Conex) box replacement, $12,000; compliance officer training, $2,600; station washer and dryers, $10,500; overtime for SCBA technical services, $15,300; headquarters concrete stair replacement, $8,200; radiological monitors, $1,500; and increases in other necessary supplies and equipment.

Attracting and retaining sworn police officers is a top priority. While staffing vacancies are high, it is even more important to diversify the work force with a Police Social Worker MSW position to manage issues that do not require a sworn police officer. This budget includes 10 months of funding for an individual with a Masters of Social Work degree to advocate for community members who need services, $84,200. This expense will be supported by funds received from the Opioid Settlement Reserve. This budget also includes funding for advertising and recruitment, $2,500; increased ammunition expenses, $7,500; state accreditation, $1,500; Leads online, $7,900; Central New Hampshire Special Operations Unit training, $9,000 and Power Engage, a complete citizen engagement and feedback solution, $10,800.

Informational Network Safety

The City's new Enterprise Resource Planning software transition is nearly complete. The only application remaining to go live is the Property Tax module, which is now scheduled for early 2024. The Community Development permitting system is now live and the City Council approved a new Permitting System Coordinator position in April to enhance its utilization. The City's new IT Network Security Engineer position is fully in place and enhancing the City's security systems. Continuing to enhance systems and security, this budget includes funding for a Password Manager System, $12,000; Patch Management System, $4,300 and a Centralized Logging System, $2,500.

Elections

Elections continue to be the cornerstone of municipal government. With City staff and Election Officials on the front lines of this work, I am including $2,500 to compensate Ward Officials for participation and attendance at annual election training.

Training and Recruitment

For Fiscal Year 2024, the City continues to invest in its employees through training opportunities. This budget continues to build on this by including another $59,500 for training, tuition and conferences across all funds. The Human Resources Department continues to use Circa Works, a service that promotes the City's job postings to over 600 national sites. This affords the City a more efficient and effective means to attract quality employees from a broader set of diverse candidate pools. This budget also provides funding for a citywide class and compensation study, $80,000; and paid family medical leave, $78,400.

Other Staffing

This budget includes the addition of a new full-time Administrative Technician III at the Cemetery Office to help improve customer service, record keeping and office coverage, which creates necessary knowledge redundancy, $71,000; and reinstates an Engineering Technician in Engineering, $88,100.

Protection of Open Space
Protection of the City's trail system is critical to ensuring the quality of life that many in the community value. In Fiscal Year 2024, the City is expanding the funding for the part-time Trails Ranger position by adding $3,200 to increase the amount of time this position is able to monitor and manage the City's vast trail systems.

Economic Development
The City Council approved a realignment of the Community Development Department at its April 2023 meeting. In particular, the alignment focused on economic development roles and responsibilities, a focus on special projects and strategic initiatives, and direct support for citizen and business development interaction. This budget funds this realignment for the full fiscal year.

Community Partnerships – City Council Goal #4
As was noted in the "Fiscal Year 2023 Challenges" section, the City enjoys a history of collaboration with local organizations to enrich the quality of life for the community. In Fiscal Year 2024, the City expects to continue those relationships. Of note, the City will remain a coordinator for the Gas Holder building and a lead for the Abbot Downing Society/Concord Stables preservation efforts. The City will continue to provide support for Intown Concord, the Multicultural Festival, and the Merrimack River Greenway Trail. The City will work in close coordination with the Boys & Girls Club of Central New Hampshire regarding the new Penacook Library/Recreation Center.

Sustainability – City Council Goal #6
This budget provides funding for two new charging stations, as noted in more detail in the capital section of this letter. The City is also currently under agreement for net metering with Essex Hydro and is awaiting results of a request for proposal for a solar project on the City's Old Turnpike Road Landfill. The City has also received a grant from the State of New Hampshire as part of the ARPA funding for a solar project at the Hall Street Wastewater Treatment Plant. The City Council recently approved the Community Development Department reorganization that will bring additional focus on energy and sustainability initiatives.

Parking
The Parking Fund continues to improve parking revenues for on street and metered parking. Fiscal Year 2023 was the second and final year of ARPA funding for this fund, which helped support operational wages and other operating expenses. In total, over two fiscal years, the fund realized $877,000 in ARPA funding for these purposes.

For Fiscal Year 2024, the ending working capital is expected to remain solid at $1.3 million. This budget includes funding for an online permitting module for residential permits, garage permits, encumbrance permits for meter and time zones, and hotel guest parking permits, $15,000; increased online credit card transaction fees, $24,000; and a winter parking ban impound lot, as recommended by the Parking Committee, $30,000. With a parking fee increase proposed in 2025, the Parking Fund would maintain a positive working capital balance through 2028.

Tax Increment Finance Districts
The City's three Tax Increment Finance Districts continue to perform well. The Fiscal Year 2024 Budget shall continue to release approximately 67% of the captured incremental assessed value of the North End Opportunity Corridor TIF District to support the City's General Fund, as well as the Concord School District and other taxing authorities, while simultaneously preserving working capital for future construction of CIP #18 Storrs Street North, and CIP #543 Merrimack River Greenway Trail, which will eventually traverse through the District. There are no significant changes to the Sears Block TIF District (SBTIF). However, the redevelopment of the former NH Employment Security property will result in the SBTIF likely being well positioned to commence releasing captured assessed value in the future to support the City's General Fund and other taxing authorities.

Lastly, because of the success of the City's investment in infrastructure for the Interchange Development and Market Basket project at Whitney Road, coupled with other past development, the Fiscal Year 2024 Budget is expected to release 15% of the captured incremental assessed value within the Penacook Village TIF District (PVTIF) to support the City's General Fund, Merrimack Valley School District, as well as Merrimack County and the State of New Hampshire. This represents an increase of approximately $2 million in released value from the PVTIF. In addition, in Fiscal Year 2024, the PVTIF will support construction and maintenance of the new Canal Street Riverfront Park (CIP #567), as well as commence repayment of outstanding past contributions from the Economic Development Reserve Fund used in the redevelopment of the former Allied Leather Tannery site.

Water & Wastewater

The two utility funds continue to provide the City with critical services to meet ever-growing demands. A 4.5% water rate increase and 5% wastewater rate increase are proposed for Fiscal Year 2024.

These rate increases are necessary to meet the ongoing operational increases and capital infrastructure needs. The Wastewater and Water funds have a number of capital projects planned which are vital to the long-term operations of all three plants.

Fiscal Year 2024 Proposed Capital Budget

The proposed Fiscal Year 2024 Capital Program totals $20,133,000 (less asterisked projects), and represents a 10.3% increase from Fiscal Year 2023.

Road & Bridge Infrastructure

McKee Square funding for the completion of Phase I (preliminary design) and Phase II (final design) is allocated in Fiscal Year 2024, CIP #31, $275,700. Construction is slated for Fiscal Year 2026 and currently estimated to be $4.2 million with an 80% NHDOT State share.

Capital funding is recommended to pressure wash and seal Commercial Street over Wattanummon Brook, and Water Street over Railroad Corridor, $125,000. Structural repairs and/or design are needed on Horse Hill Road over the Contoocook River, Hoit Road over Haywood Brook, and Currier Road over Ash Brook, $105,000.

The Loudon Road Bridge is a vital infrastructure piece in the City's transportation network. While no funds are earmarked in the Fiscal Year 2024 Capital Budget for bridge construction, the City Council recently approved funding for design and engineering. $23 million is projected for construction in Fiscal Year 2025 with an 80% match from the NH Department of Transportation (NHDOT). After much effort on the City's part, NHDOT has added this project to their Ten-Year Plan and committed to providing an additional $14 million in funding to make the bridge meet the community's needs for true multi-modal access for motorists, pedestrians and cyclists. This includes providing the critical river crossing for the Merrimack River Greenway Trail and better connecting the Heights with Downtown Concord.

Planning for major improvements of Manchester Street in future years, the Fiscal Year 2024 CIP budget proposes funding for Right-of-Way acquisition for roadway improvement, $300,000, of which 80% would be funded by the State of New Hampshire.

New pedestrian countdown signals and a pushbutton station are scheduled for replacement at the North Main Street/Washington Street/Ferry Street Intersection, $60,000. Also slated for reconstruction is realignment of the Abbott Road and Sewalls Falls Road intersection.

Continuing to make Concord a walkable community, the CIP Budget proposes $1,090,000 to construct sidewalks on Airport Road, Pembroke Road, Sheep Davis Road, and Chenell Drive, and is planned in coordination with the Neighborhood Street Paving Program. This budget also allocates $40,000 as the City's share to design and construct pedestrian safety improvements along Allen Street, which is to be coordinated with Merrimack Valley High School.

The Merrimack River Greenway Trail Phase 2 is proposed in the budget for $700,000, pending acceptance of a grant and donations, and will be presented to City Council separately at a later date for appropriation.

The City's Sustainable Street Tree Program, replacing trees that have been removed in the City's right of way, is funded in the amount of $5,000 and proposed to be increased to $10,000 in future years.

This budget proposes significant funding of the Enhanced Neighborhood Street Paving Program at $3,100,000, which includes $2,800,000 for street paving, $110,000 for pavement preservation, $100,000 for drainage repairs, $62,000 for Merrimack Street Drainage and $25,000 for emergency overlays.

Parks and Cemetery Improvements
Recognizing the importance of quality of life for all residents, significant park improvements are programmed for Fiscal Year 2024.

At White Park, $800,000 is included for the replacement of the Monkey Around Playground. This project is dependent on donations and federal funds; therefore it is not requested for appropriation with the budget and will be presented to City Council at a later date when all funding sources are confirmed.

At Keach Park, $384,000 is being allocated for the design and construction of lights on a soccer field. At Kiwanis Park, $200,000 is being allocated for the final design and permitting of the approved concept plan associated with the 2023 Merrimack River Recreation and Open Space Corridor Visioning Charrette.

For the Canal Street Riverfront Park in Penacook, $2,012,000 is allocated for construction. This is being funded from Land and Water Conservation Funds, $500,000; Tax Increment Financing, $1,500,000; and $12,000 from Impact Fees.

Blossom Hill Cemetery has two significant projects planned for Fiscal Year 2024. The rebuilding of a large granite retaining wall that failed in 2016, $350,000; and $100,000 to replace another smaller retaining wall. At Pine Grove Cemetery, $40,000 is programmed to repoint and repair walls and will be funded from the Pecker Trust. Lastly, $26,000 is being allocated to engrave and install approximately 200 markers on unmarked graves, which will be funded from the Single Grave Annex Trust.

Information Infrastructure
This budget provides $374,000 for the annual replacement of computer hardware, software and printers citywide. It also includes $10,500 for layer development of our critical Geographic Information System (GIS) and $147,500 for a citywide document management system to integrate with the City's existing Enterprise Resource Planning system.

Economic Development
This budget proposes phase one of a two phase project to conduct a Full Measure and List Analysis of all properties in the City of Concord. This project is recommended in conjunction with the City's Board of Assessors in the amount of $385,000.

City Building Improvements
A number of City building improvements are planned in the Fiscal Year 2024 CIP budget:

- Continue City Hall Masonry work, $276,800;
- Replace the City Hall Interior HVAC chilled water piping system, $200,000;
- Replace roof on Police Station, $200,000;
- Replace Fire Stations washers and dryers specially designed for decontaminating personal protective equipment, $80,000;
- Upgrade Library HVAC controls, $100,000;

- Upgrade Library interior finishes and carpet replacement, $50,000;
- Replace boiler at COMF, $250,000; and
- Funding for a site selection study for a new Police Station, $75,000.

Vehicles and Equipment
Reflecting this budget's focus on continuous improvement in emergency response, the Fire Department is programmed to replace a Tanker Truck, $897,000; Ambulance 7, $402,000; and four staff vehicles, $240,000. The Fire Department will also continue its regular replacement of hose and equipment, $30,000; systematic replacement of firefighting protective clothing, $35,000; and $275,000 to replace 30 AED units in all Fire Department and Police Department vehicles and within City buildings (Phase I of II).

The Police Department is provided funds to continue its programmed fleet replacement, acquiring four SUVs for $280,000. This budget also allocates $16,000 for Computer Crimes Hardware and Equipment.

The General Services Department anticipates $1,743,000 in vehicle and equipment purchases, including a sludge hauler, four dump trucks, a leaf loader, two utility/pickup trucks, and other replacement equipment needs of the department.

The Parks and Recreation Department will replace two mowers and an infield pro-ball diamond machine, $100,000.

Parking Fund Improvements
This budget proposes to conduct a study to evaluate alternatives to renovation or replacement of the State Street Parking Garage, $75,000; it also recommends design for the reconstruction of the City Hall/Auditorium parking lot $45,000.

Airport Fund Improvements
This budget proposes funding in the amount of $435,000 for the design and permitting of a new terminal building and parking lot. Funding would be a combination of federal, state and Airport Capital Transfer dollars; therefore, the project is not appropriated as part of the budget.

Arena Fund Improvements
A project to replace an eyewash station, a roof ladder with hatch, and phase 2 of the ammonia system improvements, per U.S. Environmental Protection Agency regulations, is proposed at $69,000.

Wastewater Fund Improvements
The Wastewater Capital Program provides for Sewer Main Rehabilitation and construction, $1,950,000; Pump Station Improvements, $300,000; Hall Street Treatment Plant Improvements, $2,201,000; and Penacook Treatment Plant Improvements, $50,000.

Of particular note in the Wastewater Capital Fund, are the projects planned for Fiscal Years 2024 through 2026 to support significant infrastructure needs on The Heights in order to meet the demands of proposed new development.

- CIP #91 proposes $19,850,000 for Heights Sewer Collection Improvements, with design in 2024, Phase I construction in 2025, and Phase II Construction in 2026.
- CIP #275 proposes $6,750,000 for the Steeplegate Mall Pump Station Improvements, with design in 2025 and construction in 2026.

In addition to other ongoing capital needs of the Wastewater Fund, these two projects account for approximately 45% of this fund's capital needs through 2029. It is important to proceed with these large projects to facilitate economic development on The Heights. It is equally important to the amortization of the debt service payments over a longer useful life and the impact on the ratepayers.

Water Fund Improvements
The City will construct two Electric Vehicle (EV) charging stations at the water plant, $75,000.

The City plans to design and construct 1,850 linear feet of 8-inch water main on the full length of Lawrence Street in advance of the annual paving project, $551,000.

Several projects are planned for the treatment plant: $75,000 to replace the windows; $50,000 flocculator electric service repairs for eight units; $30,000 for Supervisory Control and Data Acquisition (SCADA) system improvements; and $75,000 for water storage tank repairs.

The annual water meter and gate valve replacement program is budgeted at $375,000.

Stormwater
Three significant Storm Water Improvement Projects are scheduled for Fiscal Year 2024. The design and construction of the Abbottville/Hood Outfall Area, $552,000; engineering analysis and alternatives study for the collapsed Burnham Brook Culvert under the future extension of Whitney Road, $75,000; and design and permitting of the Runnells Road and Terrill Park river bank stabilization improvements, $400,000.

Beaver Meadow Golf Course
Due to continued popularity and success of the golf course and the continued improvements of the greens and fairways, $326,000 is budgeted for the next phase of the irrigation work, and $35,000 to replace one aerator.

Looking ahead
The City remains well positioned to weather most threats, though challenges remain. Inflation continues to exact increasing pressure on wages and the prices of goods and services, which has been felt throughout the organization. Energy and health insurance costs continue to rise significantly, despite tangible measures taken by City staff to ameliorate these impacts. With the expiration of the Solid Waste contract in June 2024, the costs for these services will rise significantly.

Despite these challenges, there are many opportunities ahead. There are multiple housing development projects currently under construction, and several significant projects expected to commence construction this year and next. In terms of both affordable and market rate housing, the community can expect a significant increase in housing stock. The increase will assist with both community livability and upcoming economic development opportunities.

City departments continue to demonstrate proactive, disciplined fiscal management; equitable and responsible spending; and long-range strategic planning. These practices will continue to maintain vital services while addressing evolving future needs. The Mayor and the City Council remain committed to keeping municipal property taxes affordable for all members of the community.

The City strives each and every year to reach a state of good repair on all major City assets. This proposed budget continues that practice. The commitment the City Council has made to continued fiscal responsibility again has yielded tangible results. City services continue to become more efficient, effective and responsive to the needs of all Concord's residents, businesses and visitors.

The proposed Fiscal Year 2024 budget affirms a commitment to capitalizing on and creating opportunity. The focus is on investing in Concord's neighborhoods while maintaining a record of strong financial management. The budget is balanced, sustainable and open-minded across all public policy areas.

I wish to recognize the employees that helped to bring many parts of this initiative together in this document for the City Council and this great community. All department heads and their staff have provided creative leadership in shaping their budgets, the various alternatives suggested and the continued excellent financial management exhibited.

I recommend this budget to the City Council.

City of Concord

FISCAL YEAR 2024

Budget in Brief

AA+

S&P Bond Rating

Certificate of Achievement for Excellence in Financial Reporting - 27th Year

Distinguished Budget Presentation Award - 8th 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 proposed budget.

Fiscal Year 2024 is a roadmap for continued development and investment by the City Council for the citizens and taxpayers of Concord.

Full budget details are available online at concordnh.gov.

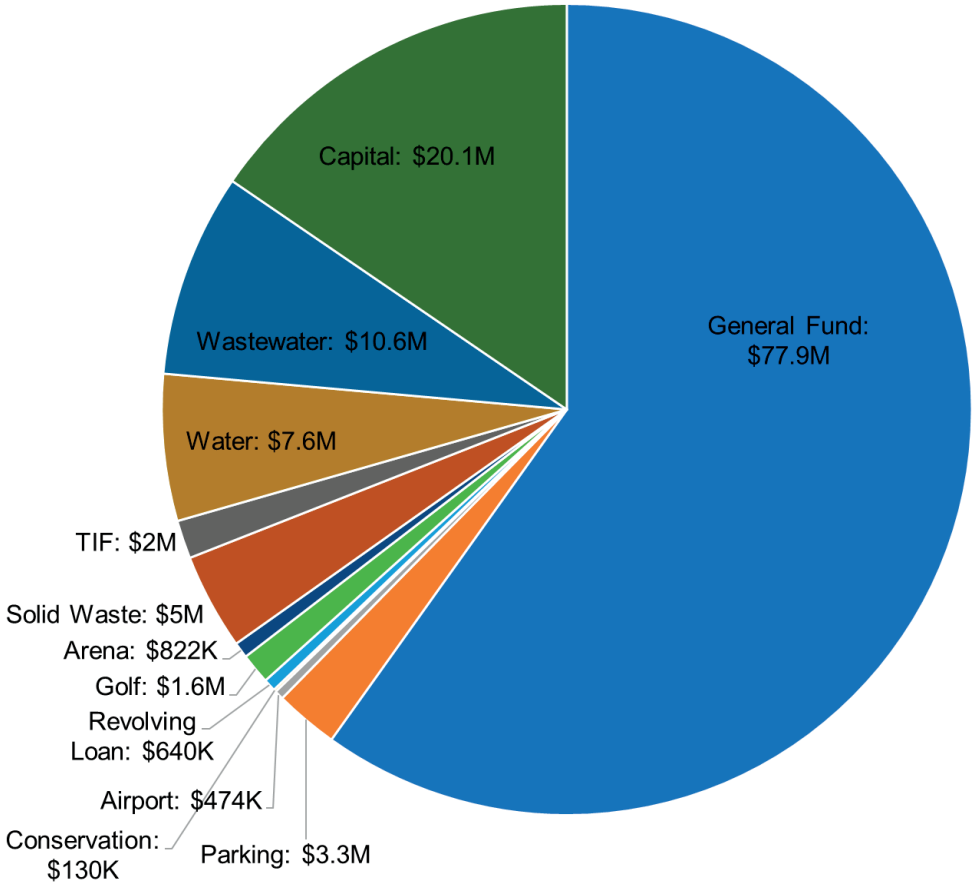
TOTAL BUDGET OVERVIEW

The proposed FY24 budget includes a 3.95% tax rate increase

FY23 Adopted Budget*: $123.1 million

FY24 Proposed Budget*: $130.1 million

**Includes Capital Improvement Projects*



CURRENT PROPERTY TAX RATES

CONCORD: $25.89

School	City	County
$14.63	$9.11	$2.15

PENACOOK: $29.13

School	City	County
$17.87	$9.11	$2.15

TAX RATE IMPACT

A 3.95% tax rate increase (City portion) equates to $108 for a $300K house.

What Do City Taxes Pay For?

33% Fire

30% Police

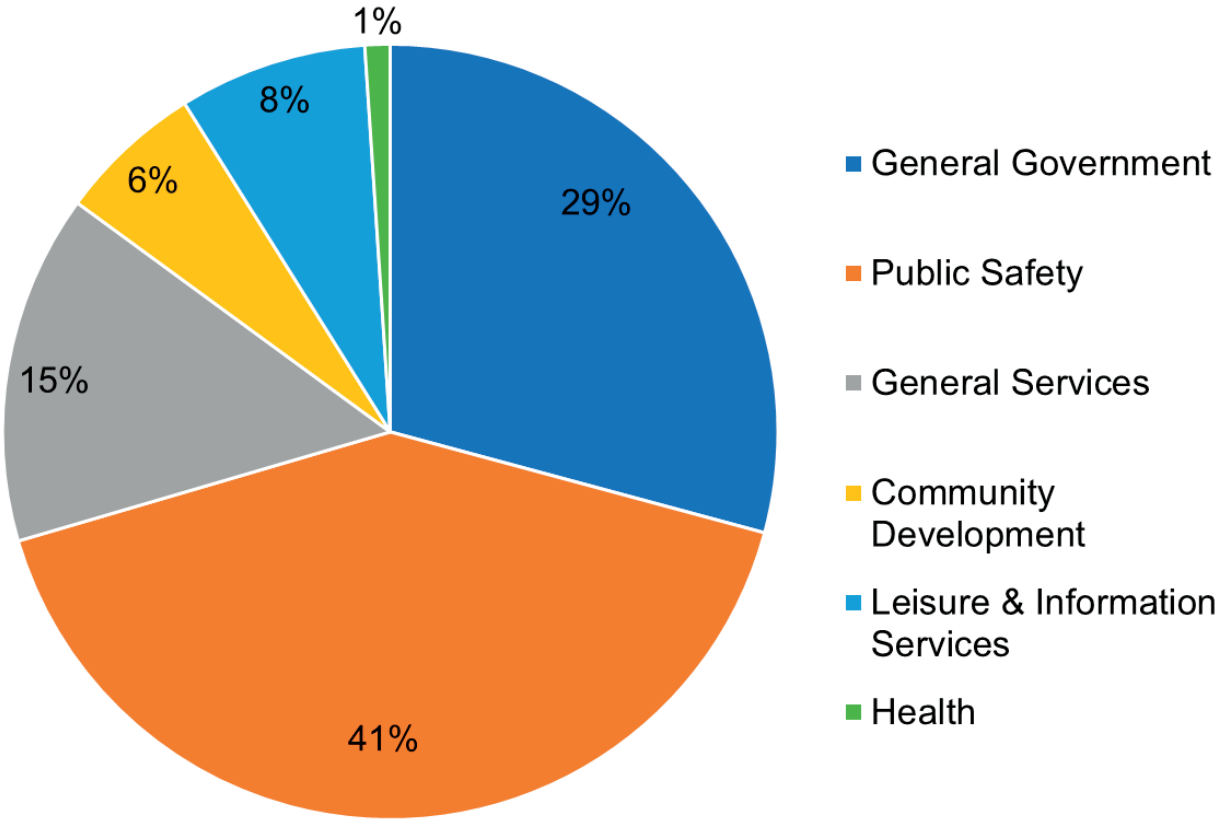
22% General Services

15% Debt Service

GENERAL FUND OVERVIEW

$77.9 MILLION

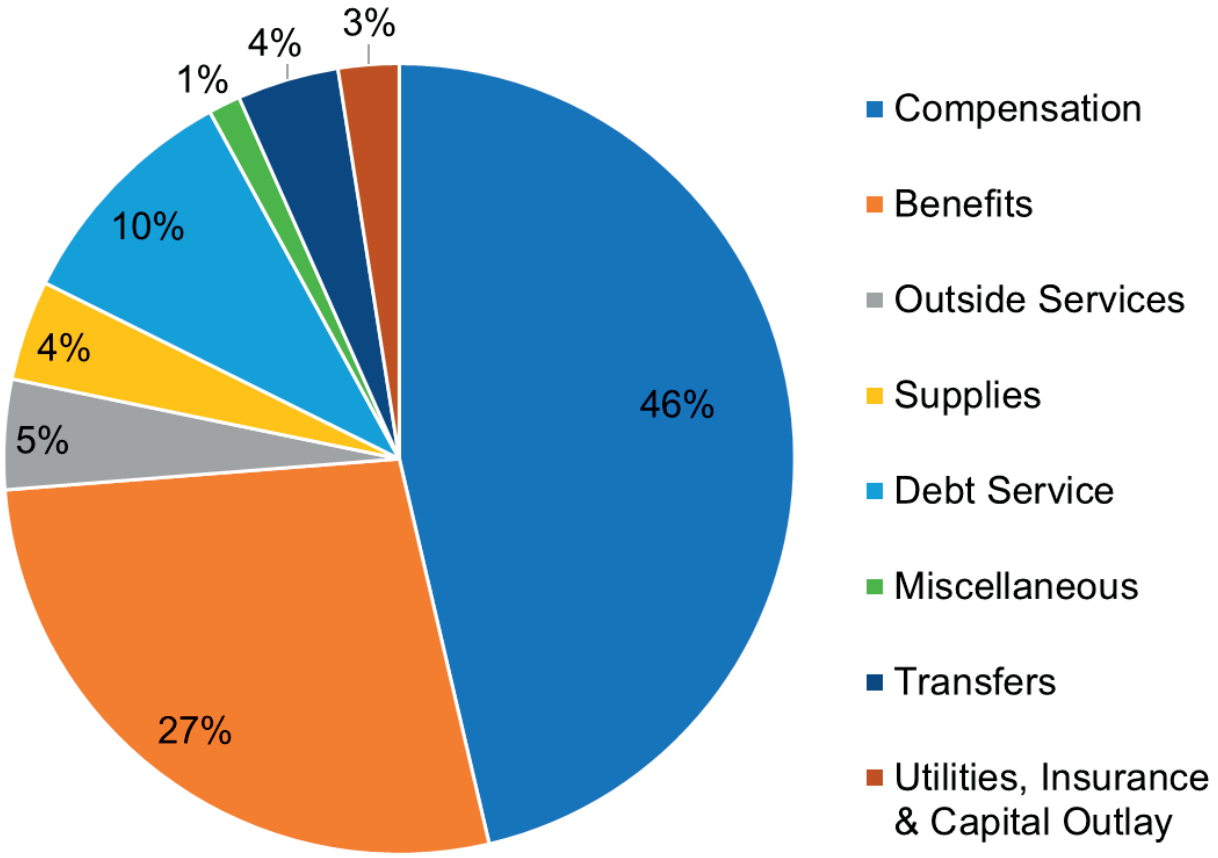
General Fund Expenses By Function



GENERAL FUND OVERVIEW

$77.9 MILLION

General Fund Expenses By Classification



BUDGET TO BUDGET GENERAL FUND COMPARISON

FISCAL YEAR 2023 TO FISCAL YEAR 2024

Notable Budget Increases / Decreases

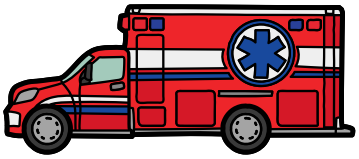
Compensation:
$1.6 million

Benefits:
$446K

No Use of Fund Balance

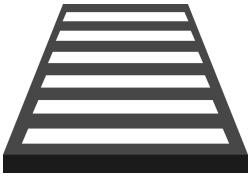
Debt Service:
$120K

NOTABLE ITEMS IN THE FY24 BUDGET



1 New Ambulance:
$400K

4 New Police Vehicles:
$280K



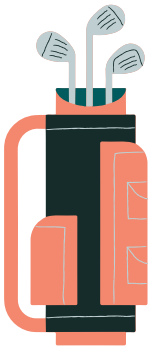
Sidewalk Construction Project:
$1.1 million

Neighborhood Street Paving Program:
$3.1 million

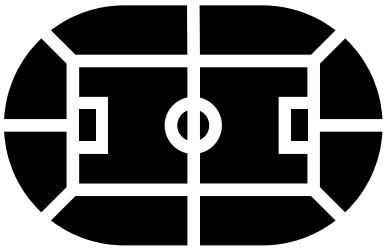
New Tanker Truck:
$897K

4.5% Water Rate Increase
5.0% Wastewater Rate Increase

NOTABLE ITEMS IN THE FY24 BUDGET



Golf Fund:
$16K
Projected Gain

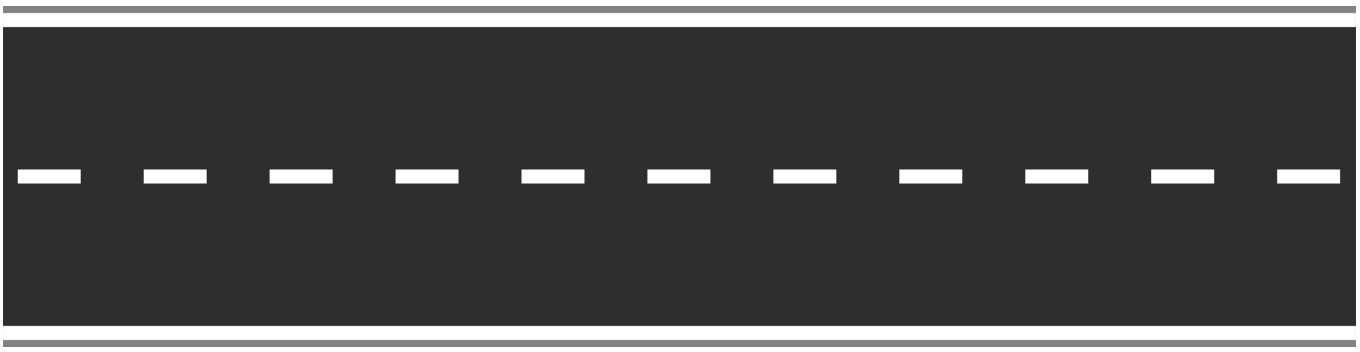


Arena Fund:
$55K Projected Loss

Parking Fund:
$240K Projected Loss

Airport Fund:
$4K Projected Loss

NEIGHBORHOOD STREET PAVING PROGRAM



The City of Concord continues to increase the neighborhood street paving program plan with additional funding in FY24.

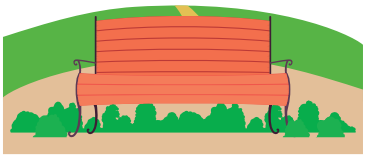
FY24: $3.1 million

Annual transfer from the General Fund to the Highway Reserve:

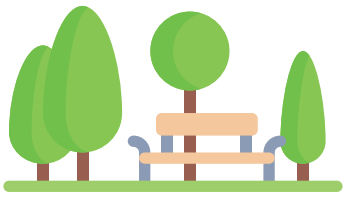
- FY23: $1.3 million
- FY24: $1.4 million

CAPITAL IMPROVEMENT PROJECTS

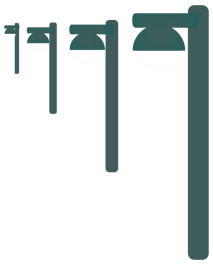
McKee Square Design:
$276K



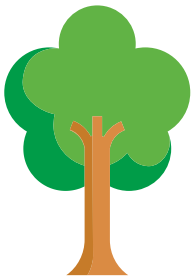
Penacook Riverfront Park:
$2 million



Kiwanis Park Final Design:
$200K

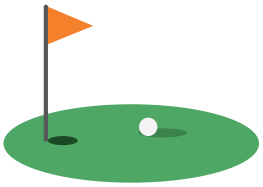


Keach Park Lighting:
$384K



Tree Planting:
$5K

Cemetery Improvements:
$516K

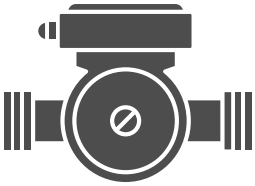


Golf Course Improvements:
$326K

CAPITAL IMPROVEMENT PROJECTS

Parking Lot Reconstruction Design:
$45K

State Street Parking Garage Renovation/Replacement Options:
$75K



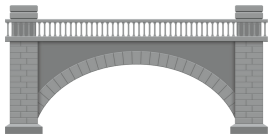
Wastewater Plants Improvements:
$2.3 million

Water Plant & Tank Improvements:
$480K

Water Meter Replacement:
$375K

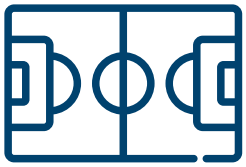
Wastewater Mains & Pump Station:
$2.3M

CAPITAL IMPROVEMENT PROJECTS

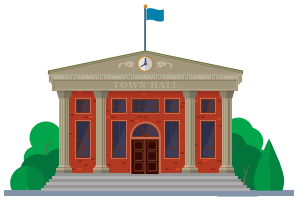


Bridge & Dam Projects: $230K

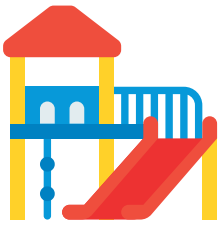
General Services Vehicle Replacement: $1.7 million



Arena Improvements: $69K



City Hall Improvements: $377K



Monkey Around Playground Replacement: $800K

Library Facility Improvements: $150K

CAPITAL IMPROVEMENT PROJECTS

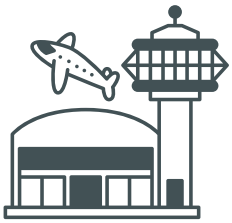
Fire Station Improvements: $80K

COMF Improvements: $270K

Fire Department Hose & PPE Replacement: $340K

New Police Station Study: $75K

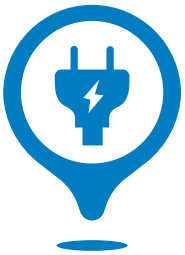
Police Station Improvements: $200K



New Airport Terminal Design: $435K

Airport Repairs: $199K

SUSTAINABILITY INITIATIVES



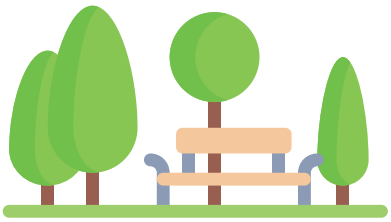
Install EV Charging Station at the Water Treatment Plant: $75K

Completion of LED streetlights project with Unitil (2023) Carbon emissions reduction: 551.6 tons per year

Trails Ranger position (continued in 2024)

CONCORD AT A GLANCE

80+ miles
of trails



230+ acres
of parks

220 miles of
roads

250K circulation items
from Concord libraries
(2022)

63K Police & Fire
service/response calls
(2022)

LOOKING FORWARD

The City of Concord has much to look forward to.

The City remains well positioned to manage challenges of inflationary pressure on wages, the prices of goods and services, infrastructure, energy, health insurance costs, solid waste disposal and recycling. The City maintains strong fund balances and working capital to support operations and rate increases.

There are many opportunities ahead with multiple housing development projects currently under construction or expected to commence construction this year and next. These projects include both affordable and market rate housing and will greatly increase the housing stock.

City departments continue to demonstrate strong fiscal management, with a keen eye to the future. The Mayor and the City Council remain committed to keeping municipal property taxes affordable for all members of the community and provide a balanced budget.

The City strives each and every year to reach a state of good repair on all major City assets. This proposed budget continues to support operations to keep City Assets in good repair and provide City services to become more efficient, effective and responsive to the needs of all Concord's residents, businesses and visitors.

This budget focuses on investing in Concord's neighborhoods while maintaining a record of strong financial management this year and into the future. The budget is balanced, sustainable and objective across all public policy areas.

Budget Summary

Revenue by Function	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
General Fund					
General Government	$63,427,881	$66,785,450	$70,850,512	$70,695,703	$70,222,010
Public Safety	$4,678,173	$3,854,186	$3,854,186	$4,435,536	$4,125,251
General Services	$997,382	$963,309	$963,309	$1,006,869	$1,015,162
Community Development	$1,433,800	$1,545,089	$1,545,089	$1,517,985	$1,649,625
Leisure and Information Servic	$1,583,320	$1,494,073	$1,502,573	$1,499,378	$1,367,705
Health	$7,121	$10,000	$10,000	$12,100	$10,000
Sub Total	**$72,127,677**	**$74,652,107**	**$78,725,669**	**$79,167,571**	**$78,389,753**
Special Revenue Funds					
Parking	$3,394,618	$3,486,198	$3,486,198	$3,487,315	$3,052,850
Airport	$423,575	$391,085	$391,085	$455,300	$477,180
Conservation Property	$76,863	$94,785	$94,785	$87,296	$130,449
Revolving Loan	$226,089	$1,131,746	$1,131,746	$64,080	$639,680
Golf	$1,549,996	$1,455,184	$1,500,184	$1,812,793	$1,635,176
Arena	$925,458	$721,485	$721,485	$751,683	$767,455
Solid Waste	$5,074,686	$4,582,697	$4,582,697	$4,543,835	$5,189,666
Sub Total	**$11,671,286**	**$11,863,180**	**$11,908,180**	**$11,202,302**	**$11,892,456**
Enterprise Funds					
Water	$6,504,650	$6,651,768	$6,651,768	$6,822,593	$7,078,630
Wastewater	$9,440,091	$9,770,880	$9,770,880	$10,019,072	$10,490,933
Sub Total	**$15,944,741**	**$16,422,648**	**$16,422,648**	**$16,841,665**	**$17,569,563**
Capital and Other Funds					
Capital Projects	$17,972,005	$18,253,020	$22,012,543	$21,014,088	$20,163,326
North End Opp Cor TIF District	$422,141	$442,848	$442,848	$482,042	$485,680
Sears Block TIF District	$1,368,303	$1,099,499	$1,099,499	$1,118,390	$1,179,070
Penacook Village TIF District	$204,947	$451,493	$451,493	$491,948	$651,920
Sub Total	**$19,967,395**	**$20,246,860**	**$24,006,383**	**$23,106,468**	**$22,479,996**
Total Revenue	**$119,711,099**	**$123,184,796**	**$131,062,880**	**$130,318,007**	**$130,331,768**

Budget Summary

Expense by Function	**2022 Actual**	**2023 Adopted**	**2023 Revised**	**2023 Projected**	**2024 Budget**
General Fund					
General Government	$22,119,034	$22,053,578	$26,035,517	$24,615,504	$23,122,690
Public Safety	$30,451,365	$31,471,615	$31,486,637	$31,694,917	$32,230,333
General Services	$10,357,897	$10,681,477	$10,680,361	$10,473,972	$11,399,494
Community Development	$3,516,083	$4,078,640	$4,147,486	$3,838,910	$4,702,647
Leisure and Information Servic	$5,066,446	$5,589,252	$5,598,367	$5,302,062	$6,116,088
Health	$588,649	$777,545	$777,301	$702,650	$818,501
Sub Total	**$72,099,474**	**$74,652,107**	**$78,725,669**	**$76,628,016**	**$78,389,753**
Special Revenue Funds					
Parking	$2,697,998	$3,085,798	$3,085,798	$2,951,039	$3,292,980
Airport	$477,055	$485,602	$485,602	$429,410	$473,594
Conservation Property	$55,889	$94,785	$94,785	$81,411	$130,449
Revolving Loan	$199	$1,131,746	$1,131,746	$621,500	$639,680
Golf	$1,238,300	$1,453,566	$1,498,566	$1,648,757	$1,634,176
Arena	$696,688	$744,051	$744,051	$795,242	$822,299
Solid Waste	$4,439,608	$4,813,449	$4,813,449	$4,812,368	$4,990,501
Sub Total	**$9,605,738**	**$11,808,997**	**$11,853,997**	**$11,339,727**	**$11,983,679**
Enterprise Funds					
Water	$6,675,169	$7,131,295	$7,131,295	$7,246,169	$7,600,712
Wastewater	$8,501,619	$9,280,377	$9,280,377	$9,213,938	$10,555,787
Sub Total	**$15,176,788**	**$16,411,672**	**$16,411,672**	**$16,460,106**	**$18,156,500**
Capital and Other Funds					
Capital Projects	$18,309,397	$18,253,020	$22,012,543	$13,003,947	$20,163,326
North End Opp Cor TIF District	$234,071	$246,639	$246,639	$246,640	$248,395
Sears Block TIF District	$1,282,944	$1,277,990	$1,277,990	$1,271,224	$1,271,510
Penacook Village TIF District	$64,044	$448,370	$448,370	$446,555	$467,150
Sub Total	**$19,890,456**	**$20,226,019**	**$23,985,542**	**$14,968,366**	**$22,150,381**
Total Expense	**$116,772,456**	**$123,098,795**	**$130,976,880**	**$119,396,214**	**$130,680,313**

Budget Summary

Revenue by Classification		2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
General Fund						
Property Taxes		$44,363,703	$46,696,609	$46,513,677	$46,513,677	$48,686,053
Other Taxes		$772,948	$689,280	$689,280	$700,550	$737,239
Intergov Revenue		$5,264,736	$5,140,991	$8,454,038	$8,821,067	$5,768,228
Rental Income		$271,968	$276,481	$276,481	$221,271	$269,993
Fines and Penalties		$435,236	$514,000	$514,000	$461,365	$468,700
Licenses and Permits		$1,279,085	$1,314,547	$1,314,547	$1,354,300	$1,413,205
Investment Income		$82,142	$800,000	$800,000	$1,300,000	$1,310,000
Donations		$63,432	$52,000	$52,000	$50,701	$52,380
Transfer In		$5,177,161	$5,044,909	$5,147,409	$5,023,032	$5,106,480
Use of Fund Bal/RE		$0	$375,000	$1,070,350	$0	$295,150
Motor Vehicle Reg		$7,205,644	$7,450,000	$7,395,000	$7,700,000	$7,600,000
Dept Service Charges		$4,463,399	$3,905,200	$3,905,200	$4,206,640	$4,232,945
Retiree Health Reimb		$1,378,441	$1,409,800	$1,409,800	$1,454,560	$1,461,890
Other Revenue		$1,369,782	$983,290	$1,183,887	$1,360,408	$987,490
	Sub Total	**$72,127,677**	**$74,652,107**	**$78,725,669**	**$79,167,571**	**$78,389,753**
Special Revenue Funds						
Intergov Revenue		$78,012	$76,541	$76,541	$79,340	$94,746
Rental Income		$1,873,035	$1,900,257	$1,900,257	$1,969,363	$1,987,192
Fines and Penalties		$265,040	$391,140	$391,140	$388,600	$426,950
Licenses and Permits		$900	$700	$700	$500	$700
Investment Income		$2,569	$3,450	$3,450	$35,250	$23,700
Transfer In		$2,550,341	$1,917,979	$1,917,979	$1,909,954	$1,576,477
Use of Fund Bal/RE		$0	$1,157,746	$1,202,746	$0	$629,430
Dept Service Charges		$524,786	$265,700	$265,700	$333,218	$349,650
Parking-Metered		$1,364,407	$1,357,787	$1,357,787	$1,366,716	$1,355,130
SW Commercial Sales		$1,472,474	$1,658,977	$1,658,977	$1,429,440	$1,682,920
SW Residential Sales		$1,874,642	$1,674,989	$1,674,989	$1,865,890	$2,139,810
Golf Permit and Fees		$818,598	$763,131	$763,131	$881,459	$868,131
Pro Shop Sales		$684,212	$644,783	$644,783	$873,286	$706,945
Other Revenue		$162,270	$50,000	$50,000	$69,286	$50,675
	Sub Total	**$11,671,286**	**$11,863,180**	**$11,908,180**	**$11,202,302**	**$11,892,456**

Budget Summary

Revenue by Classification (continued)	**2022 Actual**	**2023 Adopted**	**2023 Revised**	**2023 Projected**	**2024 Budget**
Enterprise Funds					
Intergov Revenue	$69,979	$259,457	$259,457	$292,513	$339,095
Rental Income	$4,259	$4,190	$4,190	$2,625	$1,625
Fines and Penalties	$42,342	$58,000	$58,000	$58,000	$58,000
Licenses and Permits	$1,300	$1,500	$1,500	$1,500	$1,500
Investment Income	$14,434	$6,000	$6,000	$145,000	$140,000
Transfer In	$62,963	$0	$0	$0	$0
Capital Contribution	$137,943	$40,000	$40,000	$133,463	$40,000
Dept Service Charges	$390,314	$328,100	$328,100	$328,100	$328,100
Water Sales	$5,981,313	$6,278,928	$6,278,928	$6,331,132	$6,661,740
Wastewater Sales	$9,105,967	$9,364,093	$9,364,093	$9,428,661	$9,922,023
Retiree Health Reimb	$83,405	$78,080	$78,080	$72,660	$73,180
Other Revenue	$50,522	$4,300	$4,300	$48,011	$4,300
Sub Total	**$15,944,741**	**$16,422,648**	**$16,422,648**	**$16,841,665**	**$17,569,563**
Capital and Other Funds					
Capital Projects	$17,972,005	$18,253,020	$22,012,543	$21,014,088	$20,163,326
Property Taxes	$1,695,339	$1,989,242	$1,989,242	$2,016,962	$2,267,300
Investment Income	$5,621	$2,250	$2,250	$73,070	$47,000
Transfer In	$16,350	$0	$0	$0	$0
Dept Service Charges	$81	$0	$0	$0	$0
Other Revenue	$278,000	$2,348	$2,348	$2,348	$2,370
Sub Total	**$19,967,395**	**$20,246,860**	**$24,006,383**	**$23,106,468**	**$22,479,996**
Total Revenue	**$119,711,099**	**$123,184,796**	**$131,062,880**	**$130,318,007**	**$130,331,768**

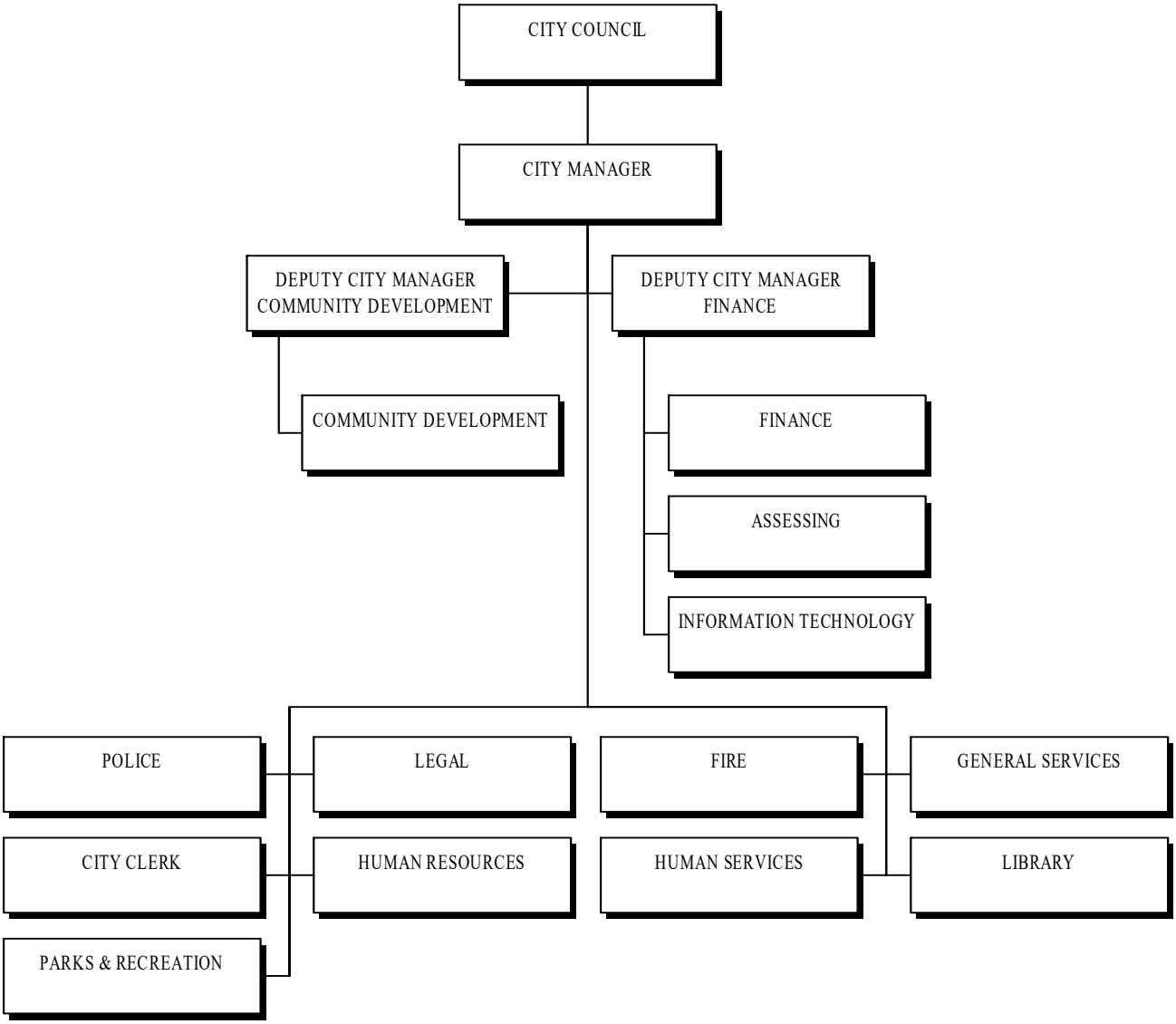
Budget Summary

Expense by Classification		**2022 Actual**	**2023 Adopted**	**2023 Revised**	**2023 Projected**	**2024 Budget**
General Fund						
Compensation		$32,332,904	$34,549,335	$34,549,335	$33,409,039	$36,222,307
Fringe Benefits		$19,495,069	$20,897,995	$20,900,495	$20,105,716	$21,397,354
Outside Services		$2,505,282	$2,998,583	$3,144,889	$3,080,757	$3,808,859
Supplies		$3,110,201	$3,001,279	$3,028,323	$3,047,503	$3,194,714
Utilities		$1,164,402	$1,191,998	$1,191,998	$1,165,000	$1,350,517
Insurance		$474,912	$530,585	$530,585	$530,580	$556,430
Capital Outlay		$79,585	$24,800	$71,800	$73,180	$25,000
Debt Service		$7,596,362	$7,443,246	$7,443,246	$7,443,242	$7,562,970
Miscellaneous		$765,637	$1,039,460	$1,039,460	$887,890	$1,015,268
Transfer Out		$4,575,120	$2,974,826	$6,825,538	$6,885,109	$3,256,334
	Sub Total	**$72,099,474**	**$74,652,107**	**$78,725,669**	**$76,628,016**	**$78,389,753**
Special Revenue Funds						
Compensation		$1,387,433	$1,595,044	$1,595,044	$1,538,949	$1,790,162
Fringe Benefits		$601,974	$723,387	$723,387	$665,280	$798,508
Outside Services		$4,787,247	$5,356,246	$5,356,246	$5,371,128	$5,516,440
Supplies		$419,114	$484,008	$484,008	$603,802	$525,379
Utilities		$210,997	$217,800	$217,800	$211,850	$276,960
Insurance		$40,601	$37,656	$37,656	$37,658	$38,520
Capital Outlay		$0	$0	$45,000	$42,300	$0
Debt Service		$1,596,942	$1,548,464	$1,548,464	$1,548,473	$1,586,780
Miscellaneous		$200,050	$1,335,975	$1,335,975	$809,870	$850,955
Transfer Out		$361,379	$510,417	$510,417	$510,417	$599,975
	Sub Total	**$9,605,738**	**$11,808,997**	**$11,853,997**	**$11,339,727**	**$11,983,679**

Budget Summary

Expense by Classification (continued)	**2022 Actual**	**2023 Adopted**	**2023 Revised**	**2023 Projected**	**2024 Budget**
Enterprise Funds					
Compensation	$3,079,328	$3,240,326	$3,240,326	$3,257,555	$3,451,314
Fringe Benefits	$1,897,083	$2,042,971	$2,042,971	$2,071,696	$2,144,809
Outside Services	$1,245,431	$1,652,353	$1,652,353	$1,572,634	$1,715,112
Supplies	$769,922	$931,596	$931,596	$1,050,916	$1,340,935
Utilities	$782,407	$863,680	$863,680	$826,560	$1,115,430
Insurance	$100,200	$110,122	$110,122	$110,122	$116,400
Capital Outlay	$82,327	$187,800	$187,800	$187,800	$187,800
Debt Service	$4,724,509	$4,801,152	$4,801,152	$4,801,152	$5,328,510
Miscellaneous	$4,229	$6,000	$6,000	$6,000	$6,000
Transfer Out	$2,491,352	$2,575,672	$2,575,672	$2,575,672	$2,750,190
Sub Total	**$15,176,788**	**$16,411,672**	**$16,411,672**	**$16,460,106**	**$18,156,500**
Capital and Other Funds					
Capital Projects	$18,309,397	$18,253,020	$22,012,543	$13,003,947	$20,163,326
Outside Services	$44,623	$92,471	$92,471	$89,928	$105,655
Supplies	$0	$5,000	$5,000	$3,000	$5,000
Utilities	$516	$5,200	$5,200	$1,160	$1,780
Debt Service	$461,862	$896,100	$896,100	$896,103	$904,700
Transfer Out	$1,074,059	$974,228	$974,228	$974,228	$969,920
Sub Total	**$19,890,456**	**$20,226,019**	**$23,985,542**	**$14,968,366**	**$22,150,381**
Total Expense	**$116,772,456**	**$123,098,795**	**$130,976,880**	**$119,396,214**	**$130,680,313**

CITY OF CONCORD, NEW HAMPSHIRE
TABLE OF ORGANIZATION



Budget Summary

Staff Listing by Department

City Manager	FY22	FY23	FY24
Full Time			
City Manager	1.00	1.00	1.00
Director of Redevelopment, Downtown Services & Special Projects	1.00	0.00	0.00
Executive Assistant	1.00	1.00	1.00
Economic Development Marketer	1.00	0.00	0.00
Public Information Officer	1.00	1.00	1.00
City Manager Total	5.00	3.00	3.00

Legal			
Full Time			
Admininstrative Victim Witness Advocate	2.00	2.00	2.00
Assistant City Prosecutor	2.00	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
Paralegal	1.00	1.00	1.00
Full Time Total	8.00	9.00	9.00
Part Time			
Assistant City Prosecutor	0.00	0.00	0.73
Legal Secretary	0.56	0.56	0.56
Part Time Total	0.56	0.56	1.29
Legal Total	8.56	9.56	10.29

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

Budget Summary

Finance (continued)		**FY22**	**FY23**	**FY24**
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	2.00	2.00
Management & Budget Analyst		1.00	1.00	1.00
Municipal Customer Service Representative		3.00	3.00	3.00
Payroll Coordinator		0.00	1.00	1.00
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
Golf				
Full Time				
Assistant Golf Professional		0.00	1.00	1.00
Building & Grounds Supervisor		1.00	1.00	1.00
Course and Facilities Manager		1.00	1.00	1.00
Director of Operations And Head Golf Professional		1.00	1.00	1.00
Equipment Maintenance Mechanic		1.00	1.00	1.00
Laborer/Truck Driver - Shared w/GSD		0.00	0.00	0.67
	Full Time Total	4.00	5.00	5.67
Part Time				
Fiscal Technician II PPT		0.00	0.50	0.50
	Part Time Total	0.00	0.50	0.50
	Finance Total	22.70	24.20	24.87
Information Technology				
Full Time				
Assistant IT Director		1.00	1.00	1.00
Helpdesk Technician		1.00	1.00	1.00
Information Technology Director		1.00	1.00	1.00
Network Security Engineer		0.00	1.00	1.00
Systems Administrator I		1.00	1.00	1.00
Systems Administrator II		2.00	2.00	3.00
Systems Analyst I		1.00	1.00	1.00
Systems Analyst II		1.00	1.00	0.00
	Information Technology Total	8.00	9.00	9.00
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

Budget Summary

Police	FY22	FY23	FY24
Full Time			
Administrative Assistant	1.00	1.00	1.00
Administrative Technician II	2.00	2.00	2.00
Administrative Technician III	1.00	1.00	1.00
Deputy Police Chief	3.00	3.00	3.00
Fiscal Supervisor	0.00	1.00	1.00
Fiscal Technician III	2.00	1.00	1.00
Outreach Social Worker	0.00	0.00	1.00
Parking Officer and Equipment Technician	0.00	7.00	7.00
Parking Enforcement Officer	4.00	0.00	0.00
Parking Supervisor	1.00	1.00	1.00
Parking Technician	1.00	0.00	0.00
Police Chief	1.00	1.00	1.00
Police Dispatch Supervisor	1.00	1.00	1.00
Police Dispatcher	7.00	5.00	5.00
Police Dispatcher II	0.00	2.00	2.00
Police Lieutenant	8.00	8.00	8.00
Police Officer	67.00	69.00	69.00
Police Sergeant	9.00	9.00	9.00
Records Supervisor	1.00	1.00	1.00
Social Worker - MSW	0.00	0.00	1.00
Full Time Total	109.00	113.00	115.00
Part Time			
Administrative Technician I	0.60	0.60	0.60
Administrative Technician II	0.79	0.79	0.79
Community Services Aide	0.70	0.70	0.70
Property Room Technician	1.10	1.10	1.10
Part Time Total	3.19	3.19	3.19
Police Total	112.19	116.19	118.19

Fire			
Full Time			
Administrative Specialist II	1.00	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
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 Captain EMS	1.00	1.00	1.00
Fire Captain Training	1.00	1.00	1.00
Fire Chief	1.00	1.00	1.00
Fire Dispatcher	4.00	4.00	4.00
Fire Lieutenant	11.00	12.00	12.00
Fire Lieutenant - Paramedic	2.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00

Budget Summary

Fire (continued)	FY22	FY23	FY24
Full Time			
Firefighter Advanced EMT	0.00	11.00	14.00
Firefighter/EMT	44.00	32.00	30.00
Firefighter Paramedic	16.00	21.00	20.00
Fiscal Supervisor	1.00	1.00	1.00
Lead Dispatcher	4.00	4.00	4.00
Fire Total	100.00	104.00	104.00

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
Assistant Administrative Division Manager	1.00	1.00	1.00
Assistant Highway & Utility Superintendent	0.00	1.00	1.00
Automotive Parts Technician	1.00	1.00	1.00
Building Systems Supervisor	1.00	0.00	0.00
Communication Coordinator	1.00	1.00	1.00
Communication Technician	1.00	1.00	1.00
Custodial Supervisor	1.00	1.00	1.00
Custodian	3.00	4.00	4.00
Deputy General Services Director	1.00	1.00	1.00
Engineering Technician II	1.00	1.00	1.00
Environmental Compliance Manager	2.00	2.00	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	1.00	1.00	1.00
Fiscal Technician III	2.00	3.00	3.00
Fleet Body and Maintenance Technician	2.00	2.00	2.00
Fleet Maintenance Technician	3.00	3.00	3.00
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	0.00	0.00
HVAC Technician	1.00	1.00	1.00
Ice Maintenance Technician	0.00	1.00	1.00
Laborer/Truck Driver	14.00	14.00	15.00
Maintenance-Operations Flex Tech	1.00	1.00	1.00
Maintenance Aide	5.00	3.00	3.00
Maintenance Technician	6.00	5.00	4.00
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

Budget Summary

General Services (continued)	**FY22**	**FY23**	**FY24**
Full Time			
Public Properties Crew Leader	0.00	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	4.00
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
Tree Maintenance Specialist	1.00	1.00	1.00
Tree Supervisor	1.00	1.00	1.00
Utility Billing Program Manager	1.00	1.00	1.00
Utility Customer Service Representative	1.00	1.00	1.00
Utility Electrician	1.00	1.00	1.00
Utility Technician	3.00	3.00	4.00
Wastewater Crew Leader	1.00	1.00	1.00
Wastewater Maintenance Supervisor	1.00	1.00	1.00
Wastewater Operations Supervisor	1.00	1.00	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 Operations Lead	1.00	1.00	1.00
Water Systems Supervisor	1.00	1.00	1.00
Water Treatment Plant Operator	3.00	4.00	4.00
Water Treatment Plant Superintendent	1.00	1.00	1.00
Water Treatment Plant Operations Supervisor	1.00	1.00	1.00
Welder Mechanic	1.00	1.00	1.00
Full Time Total	111.00	112.00	112.00
Part Time			
Custodian	1.50	1.50	1.50
Equipment Operator III	0.20	0.20	0.20
Fiscal Technician II	0.50	0.50	0.50
Fiscal Technician III	1.00	0.00	0.00
Part Time Total	3.20	2.20	2.20
Shared Laborer/Truck Driver	1.50	1.50	1.83
General Services Total	115.70	115.70	116.03

Budget Summary

Community Development	FY22	FY23	FY24
Full Time			
Administrative Specialist II	1.00	1.00	1.00
Assistant City Planner	1.00	1.00	1.00
Assistant Community Development Director	0.00	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
Director of Special Projects And Strategic Initiatives	0.00	1.00	1.00
Electrical Inspector	1.00	1.00	1.00
Engineering Aide	1.00	1.00	0.00
Engineering Technician I	1.00	1.00	2.00
Engineering Technician II	3.00	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
Health Services Inspector	0.00	1.00	1.00
Housing Inspector	1.00	1.00	1.00
Permit Technician	0.00	1.00	1.00
Permitting System Coordinator	0.00	1.00	1.00
Plumbing/Fire/Mechanical Inspector	1.00	1.00	1.00
Senior Engineering Technician	1.00	1.00	2.00
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	30.00	35.00	36.00
Part Time			
Code Inspector	0.50	0.50	0.50
Health Services Inspector	1.18	0.00	0.00
Trail and Open Space Ranger	0.50	0.00	0.00
Permit Technician	1.00	0.00	0.00
Part Time Total	3.18	0.50	0.50
Community Development Total	33.18	35.50	36.50

Budget Summary

Library	FY22	FY23	FY24
Full Time			
Administrative Specialist II	1.00	0.00	0.00
Administrative Library Technician	0.00	1.00	1.00
Archivist, Reference and Outreach Coordinator	1.00	1.00	1.00
Assistant Library Director and Technical Services Manager	1.00	1.00	1.00
Circulation Supervisor	1.00	1.00	1.00
Library Director	1.00	1.00	1.00
Library Technician	4.00	4.00	4.00
Reference Librarian	2.00	2.00	2.00
Youth Services Manager	1.00	1.00	1.00
Full Time Total	12.00	12.00	12.00
Part Time			
Library Assistant II	1.25	1.21	1.21
Library Page	3.85	3.85	3.85
Library Technician	3.76	4.10	4.10
Part Time Total	8.86	9.16	9.16
Library Total	20.86	21.16	21.16

Parks and Recreation			
Full Time			
Administrative Technician III	0.00	0.00	1.00
Assistant Parks and Recreation Director	1.00	1.00	1.00
Cemetery Administrator	1.00	1.00	1.00
Equipment Maintenance Mechanic	1.00	1.00	1.00
Equipment Operator II	2.00	1.00	1.00
Equipment Operator III	0.00	2.00	2.00
Field Maintenance Specialist	1.00	1.00	1.00
Fiscal Supervisor	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	1.00	1.00	1.00
Program Coordinator	1.00	0.00	0.00
Recreation Assistant	2.00	2.00	1.00
Recreation Manager	0.00	0.00	1.00
Recreation Supervisor	0.00	1.00	1.00
Senior Maintenance Aide	3.00	2.00	2.00
Full Time Total	23.50	23.50	24.50
Part Time			
Custodian	1.25	1.25	1.25
Guest Services Associates	2.88	2.88	2.56
Recreation Specialist	1.25	1.25	1.25
Senior Citizen Coordinator	0.38	0.38	0.38
Part Time Total	5.75	5.75	5.44
Parks and Recreation Total	29.25	29.25	29.94

Budget Summary

Human Services	**FY22**	**FY23**	**FY24**
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	0.60	0.60	0.73
Part Time Total	0.60	0.60	0.73
Human Services Total	4.60	4.60	4.73
Grand Total			491.7

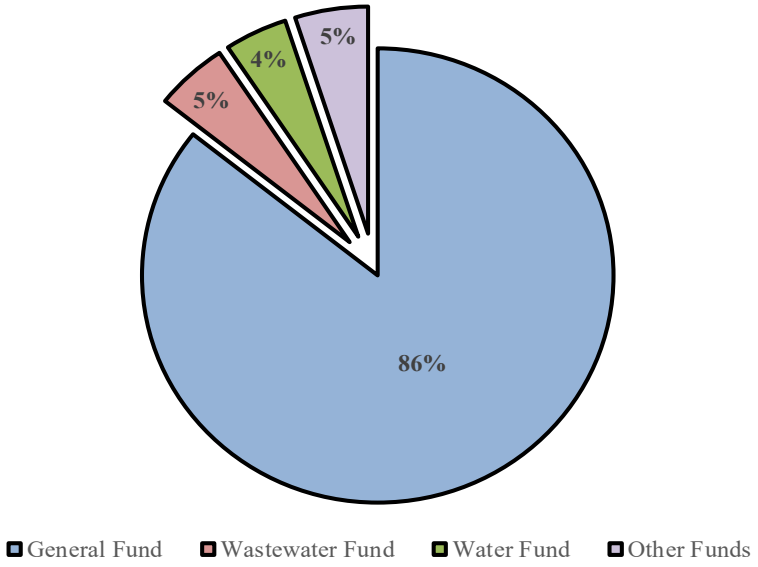
The total number of unique full time and part time positions is 520.

Position Changes for Fiscal Year 2024

Department	**Position Additions/Reductions**
Legal	Addition of a part time Assistant City Prosecutor
Finance	Golf positions moved from Parks and Recreation to Finance and a Laborer/Truck Driver added as a shared position with General Services
Information Technology	Change a Systems Analyst II to a Systems Administrator II
Police	Addition of a Police Social Worker MSW position and an Outreach Social Worker
General Services	Change a Senior Maintenance Aide to a Laborer Truck Driver; a Maintenance Technician was changed to a Utility Technician
Community Development	Addition of one Senior Engineering Technician; change an Engineering Aide to a Engineering Technician I
Parks and Recreation	Addition of one Administrative Technician III; change one Recreation Assistant to a Recreation Manager; reduction of one part time Guest Services Associate; and move Golf positions under Finance
Human Services	Hours were added to the part time Administrative Specialist position.

Budget Summary

Percentage of Full Time Equivalents by Fund



Budgeted Temporary/Seasonal FTEs by Department

Department - Fund	FY22	FY23	FY24
Assessing - General Fund	0.05	0.05	0.05
City Clerk - General Fund*	4.17	4.00	4.00
Police - General Fund	0.34	0.34	0.34
Community Development - General Fund*	1.42	2.17	2.17
Parks & Recreation - General Fund	11.06	13.00	13.00
Golf Fund	6.64	5.49	5.49
General Services – General Fund	5.04	5.04	5.04
General Services - Arena Fund	3.23	3.52	3.52
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	33.29	34.95	34.95

Planned Temporary Staff Levels by Department

Department	FY22	FY23	FY24
Assessing	1	1	1
City Clerk	158	148	148
Police	3	3	3
General Services	30	31	31
Community Development*	5	6	6
Parks & Recreation	69	67	67
Golf	20	20	20
Total Temporary Employee Count	286	276	276

* FY23 Trails and Open Space Ranger became a seasonal position

Resolutions

	Fiscal Year 2023 Adopted	Fiscal Year 2024 Adopted
Use of Funds		
Budget Appropriations	$74,652,107	$78,389,753
War Credits	$267,400	$267,400
Overlay	$200,000	$200,000
Total Use of Funds	$75,119,507	$78,857,153
Sources of Funds		
Miscellaneous Revenues	$27,955,498	$29,703,700
Amount to be Raised by Property Taxes	$47,164,009	$49,153,453
Total Sources of Funds	$75,119,507	$78,857,153

Tax Rate Determination

Assessed Value (A.V.) in Thousands of Dollars *	$5,155,108	$5,191,758
Amount to be Raised	$47,164,009	$49,153,453
Current Year Recommended Tax Rate / $1,000 A.V.	9.11	9.47 **
Prior Year Tax Rate / $1,000 A.V.	9.11	9.11 *
Difference	-	0.36
Percentage Change	0.00 %	3.95 %

* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of $5,155,108,000 for municipal purposes and a tax rate of $9.11 per $1,000 of assessed value.

** Portion of the Recommended Tax Rate Allocated to Debt Service	1.46
Portion of the Prior Year Tax Rate Allocated to Debt Service	1.44
Increase/(Decrease) over Prior Year	0.02
Percentage Change	1.39 %

** 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	7.67
Increase/(Decrease) over Prior Year	0.34
Percentage Change	4.43 %

CITY OF CONCORD

In the year of our Lord two thousand and twenty-three

RESOLUTION FIXING AND DETERMINING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF CONCORD FOR THE FISCAL YEAR 2024 ENDING JUNE 30, 2024 FOR THE GENERAL FUND, SPECIAL REVENUE FUNDS, ENTERPRISE FUNDS, DEBT SERVICE FUNDS AND DE MINIMIS ACCOUNTS

WHEREAS, the proposed fiscal year 2024 budget as provided and summarized below; and

WHEREAS, the fiscal year 2024 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**	$78,389,753
Section 2:	**Special Revenue Funds**	
	Parking Fund	$3,292,980
	Airport Fund	$473,594
	Conservation Property Fund	$130,449
	Housing Revolving Loan Fund	$639,680
	Golf Fund	$1,634,176
	Arena Fund	$822,299
	Solid Waste Fund	$4,990,501
Section 3:	**Enterprise Funds**	
	Water Fund	$7,600,712
	Wastewater Fund	$10,555,787
Section 4:	**Debt Service Funds**	
	North End Opportunity Corrider Tax Increment Financing District	$248,395
	Sears Block Tax Increment Financing District	$1,271,510
	Penacook Village Tax Increment Financing District	$467,150
Section 5:	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

RESOLUTION APPROPRIATING FOR FISCAL YEAR 2024 (JULY 1, 2023 TO JUNE 30, 2024) THE SUM OF TWENTY MILLION ONE HUNDRED SIXTY-THREE THOUSAND THREE HUNDRED TWENTY-SIX DOLLARS ($20,163,326) FOR CAPITAL PROJECTS, AUTHORIZING THE ISSUANCE OF BONDS AND NOTES IN THE AMOUNT OF THIRTEEN MILLION NINE HUNDRED FIFTY-THREE THOUSAND DOLLARS ($13,953,000), ACCEPTING TWO HUNDRED FORTY THOUSAND DOLLARS ($240,000) IN STATE GRANT FUNDS, AND ACCEPTING FIVE HUNDRED THOUSAND DOLLARS ($500,000) IN LAND AND WATER CONSERVATION FUND GRANT FUNDS FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED IN THE BUDGET DOCUMENT (DEFINED BELOW)

The City of Concord resolves as follows:

WHEREAS, the 2024-2033 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 2024 Operating Budget and Capital Improvement Program (the "Budget Document") lists all Fiscal Year 2024 capital projects by CIP project number, title and funding source; and

WHEREAS, this resolution authorizes the expenditure of funds for the Fiscal Year 2024 capital projects listed in the Budget Document and related capital improvements within the same CIP project number; and

WHEREAS, in connection with the adoption of the Fiscal Year 2024 budget, the amount appropriated for certain capital projects is reduced by amounts repurposed through the closeout process and as more specifically set forth in the Department of Finance Operating Policy and Procedure for Repurposing Bond Funds, Unissued Bonds and Other Funds/Capital Projects; 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 $20,163,326
be and is hereby appropriated as follows:

Capital Project Funds	
General Capital Fund(s)	$12,638,326
Parking Capital Fund(s)	$120,000
Airport Capital Fund(s)	$195,000
Golf Capital Fund(s)	$50,000
Arena Capital Fund(s)	$20,000
Solid Waste Capital Fund(s)	$50,000
PVTIF Capital Fund(s)	$2,075,000
Water Capital Fund(s)	$1,448,500
Sewer Capital Fund(s)	$3,566,500

CITY OF CONCORD

RESOLUTION APPROPRIATING FOR FISCAL YEAR 2024 (JULY 1, 2023 TO JUNE 30, 2024) THE SUM OF TWENTY MILLION ONE HUNDRED SIXTY-THREE THOUSAND THREE HUNDRED TWENTY-SIX DOLLARS ($20,163,326) FOR CAPITAL PROJECTS, AUTHORIZING THE ISSUANCE OF BONDS AND NOTES IN THE AMOUNT OF THIRTEEN MILLION NINE HUNDRED FIFTY-THREE THOUSAND DOLLARS ($13,953,000), ACCEPTING TWO HUNDRED FORTY THOUSAND DOLLARS ($240,000) IN STATE GRANT FUNDS, AND ACCEPTING FIVE HUNDRED THOUSAND DOLLARS ($500,000) IN LAND AND WATER CONSERVATION FUND GRANT FUNDS 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 Project Funds		
General Capital Fund(s) G.O. Bonds	7,310,000	
Parking Capital Fund(s) G.O. Bonds	120,000	
Airport Capital Fund(s) G.O. Bonds	195,000	
Golf Capital Fund(s) G.O. Bonds	50,000	
Arena Capital Fund(s) G.O. Bonds	20,000	
Penacook Village TIF Fund(s) G.O. Bonds	1,575,000	
Water Capital Fund(s) G.O. Bonds	1,230,000	
Sewer Capital Fund(s) G.O. Bonds	3,453,000	
	Sub-Total Bonds	13,953,000
General Capital Transfer	586,000	
Solid Waste Capital Transfer	50,000	
Water Capital Transfer	218,500	
Sewer Capital Transfer	113,500	
	Sub-Total Transfers	968,000
Transfer from Highway Reserve	3,462,000	
Transfer from Equipment Replacement Reserve	560,000	
Transfer from Cemetery Trust	66,000	
Transfer from Assessing Reserve	385,000	
General Impact Fee Recreation Dist. 1	12,071	
General Impact Fee Recreation Dist. 4	8,775	
General Impact Fees Traffic District 3	8,480	
	Sub-Total Other	4,502,326
Federal Grant, Land and Water Conservation	500,000	
State Grant	240,000	
	Sub-Total Grants	740,000
	Total All Sources	20,163,326

CITY OF CONCORD

RESOLUTION APPROPRIATING FOR FISCAL YEAR 2024 (JULY 1, 2023 TO JUNE 30, 2024) THE SUM OF TWENTY MILLION ONE HUNDRED SIXTY-THREE THOUSAND THREE HUNDRED TWENTY-SIX DOLLARS ($20,163,326) FOR CAPITAL PROJECTS, AUTHORIZING THE ISSUANCE OF BONDS AND NOTES IN THE AMOUNT OF THIRTEEN MILLION NINE HUNDRED FIFTY-THREE THOUSAND DOLLARS ($13,953,000), ACCEPTING TWO HUNDRED FORTY THOUSAND DOLLARS ($240,000) IN STATE GRANT FUNDS, AND ACCEPTING FIVE HUNDRED THOUSAND DOLLARS ($500,000) IN LAND AND WATER CONSERVATION FUND GRANT FUNDS FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED IN THE BUDGET DOCUMENT (DEFINED BELOW)

3. In order to meet said expenditures, the City Treasurer, with approval of the City Manager, is authorized to issue up to $13,953,000 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 is adopted as the official intent of the City of Concord to reimburse itself for certain expenditures incurred prior to the date of issuance of the bonds or notes.

8. This resolution shall take effect upon its passage.

General Fund Revenue

Summary	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Property Taxes	$44,363,703	$46,696,609	$46,513,677	$46,513,677	$48,686,053
Other Taxes	$772,948	$689,280	$689,280	$700,550	$737,239
Intergov Revenue	$5,264,736	$5,140,991	$8,454,038	$8,821,067	$5,768,228
Rental Income	$271,968	$276,481	$276,481	$221,271	$269,993
Fines and Penalties	$435,236	$514,000	$514,000	$461,365	$468,700
Licenses and Permits	$1,279,085	$1,314,547	$1,314,547	$1,354,300	$1,413,205
Investment Income	$82,142	$800,000	$800,000	$1,300,000	$1,310,000
Donations	$63,432	$52,000	$52,000	$50,701	$52,380
Transfer In	$5,177,161	$5,044,909	$5,147,409	$5,023,032	$5,106,480
Use of Fund Bal/RE	$0	$375,000	$1,070,350	$0	$295,150
Motor Vehicle Reg	$7,205,644	$7,450,000	$7,395,000	$7,700,000	$7,600,000
Dept Service Charges	$4,463,399	$3,905,200	$3,905,200	$4,206,640	$4,232,945
Retiree Health Reimb	$1,378,441	$1,409,800	$1,409,800	$1,454,560	$1,461,890
Other Revenue	$1,369,782	$983,290	$1,183,887	$1,360,408	$987,490
Total Revenue	**$72,127,677**	**$74,652,107**	**$78,725,669**	**$79,167,571**	**$78,389,753**

General Fund Revenue

Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Property Taxes					
Property Taxes	$44,363,703	$46,696,609	$46,513,677	$46,513,677	$48,686,053
Subtotal	**$44,363,703**	**$46,696,609**	**$46,513,677**	**$46,513,677**	**$48,686,053**
Other Taxes					
Timber Tax	$30,827	$15,000	$15,000	$16,500	$15,000
Payment-In-Lieu-of-Tax (PILOT)	$742,121	$674,180	$674,180	$684,050	$722,139
Excavation Activity Tax	$0	$100	$100	$0	$100
Subtotal	**$772,948**	**$689,280**	**$689,280**	**$700,550**	**$737,239**
Intergov Revenue					
Other Gov Agencies - Federal	$99,040	$0	$0	$28,466	$0
Other Gov Agencies - State	$241,647	$125,000	$2,084,114	$2,448,402	$125,000
Drug Forfeiture or Restitution	$7,452	$7,000	$7,000	$4,000	$5,000
Rooms and Meals Tax	$3,141,213	$3,247,000	$3,824,985	$3,824,985	$3,824,985
Highway Block Grant	$848,227	$851,600	$1,625,666	$1,625,670	$884,660
Railroad Tax	$2,305	$0	$1,882	$1,818	$2,000
Other Gov Agencies - Local	$652,671	$633,531	$633,531	$633,531	$634,850
School District Payments	$272,181	$276,860	$276,860	$254,195	$291,733
Subtotal	**$5,264,736**	**$5,140,991**	**$8,454,038**	**$8,821,067**	**$5,768,228**
Rental Income					
Rental Income	$271,968	$276,481	$276,481	$221,271	$269,993
Subtotal	**$271,968**	**$276,481**	**$276,481**	**$221,271**	**$269,993**
Fines and Penalties					
Fines and Penalties	$321,916	$450,000	$450,000	$403,000	$405,000
Parking Penalties	$57,495	$0	$0	$0	$0
False Alarm Penalties	$41,160	$38,000	$38,000	$38,000	$40,500
Fines for Overdue Items	$7,105	$20,000	$20,000	$19,000	$22,500
Fines for Code Prosecution	$3,724	$5,000	$5,000	$0	$0
Court Ordered Payments	$3,835	$1,000	$1,000	$1,365	$700
Subtotal	**$435,236**	**$514,000**	**$514,000**	**$461,365**	**$468,700**

General Fund Revenue

	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Licenses and Permits					
Fire Prevention Permits	$88,019	$85,245	$85,245	$85,000	$84,905
Construction Permits	$903,188	$860,752	$860,752	$860,000	$949,000
Other Permits	$25,471	$139,300	$139,300	$145,300	$148,300
Licenses	$182,343	$154,250	$154,250	$150,000	$151,000
Street Damage Fees	$80,064	$75,000	$75,000	$114,000	$80,000
Subtotal	**$1,279,085**	**$1,314,547**	**$1,314,547**	**$1,354,300**	**$1,413,205**
Investment Income					
Investment Income	$82,142	$800,000	$800,000	$1,300,000	$1,310,000
Subtotal	**$82,142**	**$800,000**	**$800,000**	**$1,300,000**	**$1,310,000**
Donations					
Donations	$63,432	$52,000	$52,000	$50,701	$52,380
Subtotal	**$63,432**	**$52,000**	**$52,000**	**$50,701**	**$52,380**
Transfer In					
Transfer In - Trust	$1,126,788	$1,007,520	$1,110,020	$985,643	$1,066,255
Transfer In - Inspection	$3,034	$0	$0	$0	$0
Transfer In - Parking	$109,795	$167,558	$167,558	$167,558	$169,928
Transfer In - Airport	$75,560	$77,326	$77,326	$77,326	$75,641
Transfer In - Conserv Prop	$34,000	$26,000	$26,000	$26,000	$63,650
Transfer In - Impact Fee	$165,037	$138,323	$138,323	$138,323	$0
Transfer In - Grts & Donations	$1,185,233	$945,300	$945,300	$945,300	$899,990
Transfer In - Golf	$208	$111,660	$111,660	$111,660	$120,698
Transfer In - Arena	$75,101	$78,333	$78,333	$78,333	$85,518
Transfer In - Solid Waste	$3,600	$3,600	$3,600	$3,600	$3,600
Transfer In - NEOCTIF	$178,890	$180,679	$180,679	$180,679	$182,490
Transfer In - Sears Block TIF	$446,635	$437,273	$437,273	$437,273	$428,960
Transfer In - Penacook TIF	$11,220	$14,515	$14,515	$14,515	$14,660
Transfer In - Water	$786,668	$811,382	$811,382	$811,382	$847,092
Transfer In - Wastewater	$975,392	$1,045,440	$1,045,440	$1,045,440	$1,147,998
	$5,177,161	**$5,044,909**	**$5,147,409**	**$5,023,032**	**$5,106,480**
Use of Fund Bal/RE					
Use of Fund Balance	$0	$375,000	$1,070,350	$0	$295,150
Subtotal	**$0**	**$375,000**	**$1,070,350**	**$0**	**$295,150**

General Fund Revenue

	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Motor Vehicle Reg					
Motor Vehicle Registrations	$7,205,644	$7,450,000	$7,395,000	$7,700,000	$7,600,000
Subtotal	**$7,205,644**	**$7,450,000**	**$7,395,000**	**$7,700,000**	**$7,600,000**
Dept Service Charges					
MV Transportation Surcharge	$186,184	$180,000	$180,000	$183,000	$185,000
MV Transportation Admin	$20,609	$20,500	$20,500	$20,600	$20,500
MV Waste Disposal	$20,897	$20,500	$20,500	$20,600	$20,500
MV State Agent Admin	$133,313	$125,000	$125,000	$129,700	$130,500
Reports, Prints, and Copies	$2,351	$2,100	$2,100	$1,270	$1,150
Recording Fees	$14,045	$10,000	$10,000	$10,000	$10,000
Application Fees	$50,939	$41,400	$41,400	$52,000	$45,480
Review Fees	$140,075	$110,000	$110,000	$110,000	$150,000
Inspection Fees	$10,193	$131,000	$131,000	$75,000	$100,000
Camps	$181,021	$140,000	$140,000	$170,000	$167,090
Aquatics Programs	$32,765	$30,400	$30,400	$29,890	$30,710
Program Fees	$184,992	$164,650	$164,650	$186,960	$196,840
Salt Sales	$25,603	$30,000	$30,000	$30,000	$30,000
Tree Sales	$9,353	$9,000	$9,000	$9,000	$9,000
Timber Sales	$38,380	$18,000	$18,000	$42,200	$5,000
Mark-up	$7,537	$15,000	$15,000	$15,000	$15,000
Non-Resident Library Fees	$7,545	$7,500	$7,500	$7,500	$7,500
Sundry Services	$63,466	$48,300	$48,300	$54,000	$49,300
Special Duty Services	$506,027	$272,500	$272,500	$238,985	$262,500
Police Patrol Servics	$2,910	$6,400	$6,400	$1,200	$3,600
Cruiser Rental Fee	$82,877	$30,000	$30,000	$26,500	$26,500
Police Witness Fees	$30	$0	$0	$0	$0
Ambulance Charges	$2,372,065	$2,148,300	$2,148,300	$2,400,000	$2,400,000
Alarm Boxes	$221,708	$226,480	$226,480	$226,675	$244,285
Other Service Charges	$148,515	$118,170	$118,170	$166,560	$122,490
Subtotal	**$4,463,399**	**$3,905,200**	**$3,905,200**	**$4,206,640**	**$4,232,945**
Retiree Health Reimb					
Retiree Health Insurance	$1,378,441	$1,409,800	$1,409,800	$1,454,560	$1,461,890
Subtotal	**$1,378,441**	**$1,409,800**	**$1,409,800**	**$1,454,560**	**$1,461,890**

General Fund Revenue

	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Other Revenue					
Sales of Lots and Niches	$28,936	$34,000	$34,000	$31,000	$34,000
Sale of Assets	$62,909	$30,000	$30,000	$30,000	$30,000
Advertising	$5,500	$7,000	$7,000	$6,400	$8,000
Cable TV Franchise	$834,375	$829,600	$829,600	$835,360	$834,500
Finance Charges	$7,346	$2,500	$2,500	$2,500	$2,500
Insurance Dist and Credits	$321,824	$0	$0	$111,800	$0
Forest Loss Reimbursement	$491	$490	$491	$490	$490
Reimbursements	$7,121	$10,000	$10,000	$12,100	$10,000
Other Revenue	$101,280	$69,700	$270,296	$330,758	$68,000
Subtotal	**$1,369,782**	**$983,290**	**$1,183,887**	**$1,360,408**	**$987,490**
Total Revenue	**$72,127,677**	**$74,652,107**	**$78,725,669**	**$79,167,571**	**$78,389,753**

General Fund Revenue

Description of Revenue Detail

The following items represent 86.3% of all General Fund revenues:

Property Taxes	$48,686,053	62.1%
Motor Vehicle Reg	$7,600,000	9.7%
Transfer In	$5,106,480	6.5%
Intergov Revenue - Rooms and Meals Tax	$3,824,985	4.9%
Dept Service Charges - Ambulance Charges	$2,400,000	3.1%
Total	**$67,617,518**	**86.3%**

Property Taxes

Fiscal Year 2024 property taxes account for approximately 62.1% of General Fund revenues. This represents a 3.95% tax rate increase over Fiscal Year 2023. 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 Fiscal Year 2024, but instead instructed the City Manager to present a responsible budget and work toward the City Council priorities.

In addition to the taxes to be raised for appropriations, $467,400 of tax revenue is estimated to be raised for tax abatements or overlay ($200,000) and war service credits ($267,400). Including overlay and war service credits, the Fiscal Year 2024 total tax revenue is $49,153,453 up from $47,164,009 for Fiscal Year 2023. The actual amount to raise in taxes is $1,989,444 higher than the Fiscal Year 2023 budget and is due, in part, to the additional real growth value in property assessments. The proposed City portion of the tax rate increases to $9.47. Please refer to the Resolution section for a comparison of Fiscal Year 2023 versus Fiscal Year 2024 budgetary tax rates.

Motor Vehicle Registrations

Revenue from motor vehicle registrations represents 9.7% 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. For Fiscal Year 2024, it is anticipated that the current computer chip shortage that has plagued the auto industry will correct itself and more new vehicles will be available for purchase, which will help increase motor vehicle registrations and revenue.

Transfer-In

The Transfer-In portion of revenue represents 6.5% of all General Fund revenue. It is comprised of municipal overhead charges to most of the City's Enterprise and Special Revenue funds, General Services overhead charges to the Water, Wastewater, and Arena Funds, and Information Technology (IT) 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. For Fiscal Year 2024, it also included $899,990 of American Rescue Plan Act (ARPA) funds to support wages and other applicable costs for City operations.

General Fund Revenue

Intergovernmental Revenue—Rooms and Meals Tax

Rooms and Meals taxes represent 4.9% of all General Fund revenue. The Council adopted budget represents a level budget to the amount provided by the State (revised) when the tax rate setting occurred in November 2022.

Department Service Charges—Ambulance Charges

Ambulance Service charges represent 3.1% 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 Fiscal Year 2024 budget includes $295,150 of fund balance.

Fiscal Year	Total Fund Balance	Unassigned Fund Balance
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
2020	$19,721,024	$12,525,950
2021	$20,718,046	$12,067,362
2022	$20,324,190	$13,219,990

Source: 2013-2022 Annual Comprehensive Financial Reports

General Fund Expense

Summary	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Compensation	$32,332,904	$34,549,335	$34,549,335	$33,409,039	$36,222,307
Fringe Benefits	$19,495,069	$20,897,995	$20,900,495	$20,105,716	$21,397,354
Outside Services	$2,505,282	$2,998,583	$3,144,889	$3,080,757	$3,808,859
Supplies	$3,110,201	$3,001,279	$3,028,323	$3,047,503	$3,194,714
Utilities	$1,164,402	$1,191,998	$1,191,998	$1,165,000	$1,350,517
Insurance	$474,912	$530,585	$530,585	$530,580	$556,430
Capital Outlay	$79,585	$24,800	$71,800	$73,180	$25,000
Debt Service	$7,596,362	$7,443,246	$7,443,246	$7,443,242	$7,562,970
Miscellaneous	$765,637	$1,039,460	$1,039,460	$887,890	$1,015,268
Transfer Out	$4,575,120	$2,974,826	$6,825,538	$6,885,109	$3,256,334
Total Expense	**$72,099,474**	**$74,652,107**	**$78,725,669**	**$76,628,016**	**$78,389,753**

General Fund Expense

Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Compensation					
Full Time	$26,888,202	$29,510,663	$29,510,663	$27,221,071	$30,972,754
Part Time	$862,368	$1,143,119	$1,143,119	$965,746	$1,117,821
Temporary	$546,689	$604,788	$604,788	$669,386	$700,000
Overtime	$3,545,686	$2,720,197	$2,720,197	$3,996,681	$2,826,577
Holiday	$433,382	$507,748	$507,748	$493,135	$540,559
Allowance	$56,577	$62,820	$62,820	$63,020	$64,596
Subtotal	**$32,332,904**	**$34,549,335**	**$34,549,335**	**$33,409,039**	**$36,222,307**
Fringe Benefits					
Retirement	$7,419,176	$7,662,624	$7,665,124	$7,447,224	$7,399,597
FICA	$1,429,014	$1,533,866	$1,533,866	$1,486,571	$1,657,082
Beneflex	$7,687,361	$8,557,004	$8,557,004	$8,030,789	$9,123,420
Retiree Health	$2,333,415	$2,459,670	$2,459,670	$2,456,940	$2,491,660
Worker's Compensation	$609,605	$668,287	$668,287	$668,080	$710,120
Unemployment Insurance	$16,498	$16,543	$16,543	$16,111	$15,476
Subtotal	**$19,495,069**	**$20,897,995**	**$20,900,495**	**$20,105,716**	**$21,397,354**
Outside Services					
Professional Development	$207,192	$305,133	$324,133	$280,880	$524,531
Business Expense	$41,004	$61,899	$61,899	$57,634	$64,021
Dues & Memberships	$56,176	$57,522	$57,522	$57,617	$58,120
Repairs and Maintenance	$280,410	$342,855	$342,855	$350,455	$383,085
Professional Services	$982,978	$1,138,282	$1,247,132	$1,251,171	$1,626,998
Software/Hardware Maintenance	$517,908	$614,642	$633,098	$631,851	$679,913
Advertising	$28,415	$25,855	$25,855	$26,288	$24,180
Rent	$145,578	$171,390	$171,390	$170,970	$167,647
Communications	$118,230	$126,499	$126,499	$126,840	$128,830
Postage	$72,725	$90,807	$90,807	$77,052	$87,834
Bond Costs	$54,665	$63,700	$63,700	$50,000	$63,700
Subtotal	**$2,505,282**	**$2,998,583**	**$3,144,889**	**$3,080,757**	**$3,808,859**

General Fund Expense

	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Supplies					
Office Supplies	$151,909	$206,581	$201,982	$195,552	$208,795
Library Books and Materials	$185,992	$191,426	$199,926	$199,926	$207,723
Departmental Supplies	$564,440	$487,603	$488,446	$486,701	$514,468
Auto Parts	$571,655	$492,010	$492,010	$492,510	$513,510
Grounds and Horticultural	$66,168	$70,910	$70,910	$71,280	$72,280
Building Supplies	$208,521	$110,005	$127,505	$127,559	$128,770
Uniforms	$247,230	$286,199	$290,999	$300,279	$307,579
Chemicals	$15,769	$29,430	$29,430	$29,430	$36,030
Vehicle Fuel	$378,356	$515,020	$515,020	$532,170	$486,529
Winter Treatment Supplies	$720,160	$612,095	$612,095	$612,095	$719,030
Subtotal	**$3,110,201**	**$3,001,279**	**$3,028,323**	**$3,047,503**	**$3,194,714**
Utilities					
Electricity	$876,155	$911,020	$911,020	$877,210	$1,052,994
Natural Gas and Propane	$177,201	$167,067	$167,067	$174,750	$186,350
Heating Oil and Kerosene	$5,393	$6,041	$6,041	$6,500	$6,501
Water and Wastewater	$105,654	$107,870	$107,870	$106,540	$104,672
Subtotal	**$1,164,402**	**$1,191,998**	**$1,191,998**	**$1,165,000**	**$1,350,517**
Insurance					
Insurance Deductible	$10,109	$15,000	$15,000	$15,000	$15,000
Property and Auto Insurance	$156,525	$165,910	$165,910	$165,910	$174,170
Liability Insurance	$308,278	$349,675	$349,675	$349,670	$367,260
Subtotal	**$474,912**	**$530,585**	**$530,585**	**$530,580**	**$556,430**
Capital Outlay					
Capital Outlay - GL	$79,585	$24,800	$71,800	$73,180	$25,000
Subtotal	**$79,585**	**$24,800**	**$71,800**	**$73,180**	**$25,000**
Debt Service					
Principal	$5,731,176	$5,726,772	$5,726,772	$5,726,772	$5,819,770
Interest	$1,865,186	$1,716,474	$1,716,474	$1,716,470	$1,743,200
Subtotal	**$7,596,362**	**$7,443,246**	**$7,443,246**	**$7,443,242**	**$7,562,970**

General Fund Expense

	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Miscellaneous					
Special Programs	$765,637	$939,460	$939,460	$887,890	$915,268
Contingency	$0	$100,000	$100,000	$0	$100,000
Subtotal	**$765,637**	**$1,039,460**	**$1,039,460**	**$887,890**	**$1,015,268**
Transfer Out					
Transfer Out - Trust	$3,106,221	$1,329,281	$4,438,991	$4,498,554	$1,452,191
Transfer Out - Inspection	$87,300	$0	$0	$0	$0
Transfer Out - Parking	$51,221	$54,295	$54,295	$54,295	$56,643
Transfer Out - Solid Waste	$1,061,588	$1,061,500	$1,061,500	$1,061,500	$1,161,500
Transfer Out - Gen Cap Proj	$268,790	$529,750	$1,270,752	$1,270,760	$586,000
Subtotal	**$4,575,120**	**$2,974,826**	**$6,825,538**	**$6,885,109**	**$3,256,334**
Total Expense	**$72,099,474**	**$74,652,107**	**$78,725,669**	**$76,628,016**	**$78,389,753**

General Fund Expense

Ratio of Expense Detail

Compensation	$36,222,307	46.2%
Fringe Benefits	$21,397,354	27.3%
Debt Service	$7,562,970	9.6%
Outside Services	$3,808,859	4.9%
Transfer Out	$3,256,334	4.2%
Supplies	$3,194,714	4.1%
Utilities	$1,350,517	1.7%
Miscellaneous	$1,015,268	1.3%
Insurance	$556,430	0.7%
Capital Outlay	$25,000	0.0%
Total	**$78,389,753**	**100.0%**

General Government

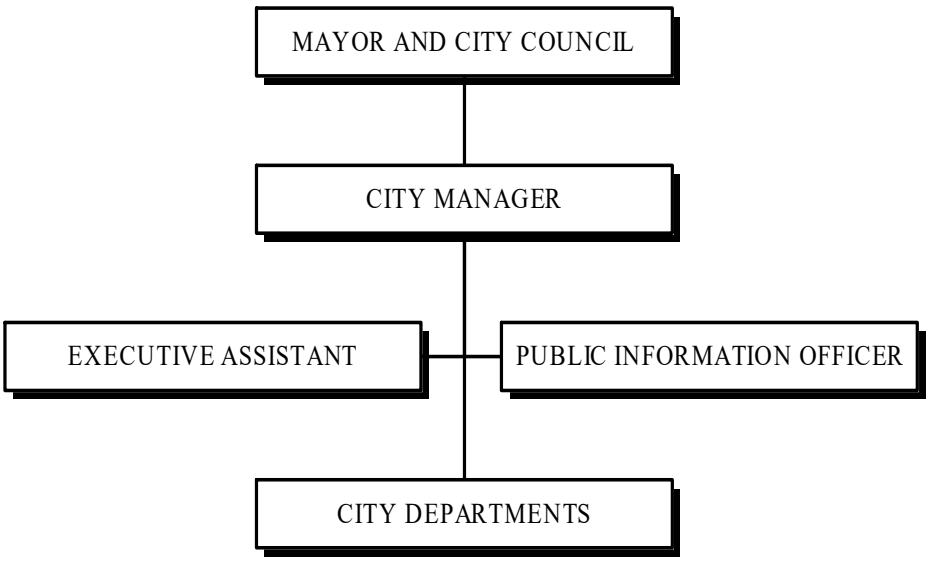
	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
City Manager	$7,660	$0	$200,596	$200,600	$0
Legal	$79,471	$79,531	$79,531	$74,131	$74,850
Assessing	$773,531	$689,870	$689,871	$701,090	$737,779
Human Resources	$36,869	$35,700	$35,700	$35,781	$35,880
Finance	$56,451,589	$60,279,209	$64,049,674	$63,806,121	$63,427,348
Information Technology	$116	$0	$0	$0	$0
City Council	$413	$0	$0	$0	$0
City Clerk	$118,717	$94,900	$94,900	$105,420	$97,750
General Overhead	$5,959,514	$5,606,240	$5,700,240	$5,772,560	$5,848,403
Total Revenue	**$63,427,881**	**$66,785,450**	**$70,850,512**	**$70,695,703**	**$70,222,010**
Expense					
City Manager	$817,811	$854,766	$864,592	$692,419	$739,615
Legal	$1,250,715	$1,432,737	$1,432,493	$1,347,218	$1,575,028
Assessing	$708,150	$772,195	$773,498	$740,900	$806,387
Human Resources	$598,309	$671,826	$722,157	$692,876	$872,858
Finance	$2,413,273	$2,505,004	$2,567,393	$2,483,859	$2,649,192
Information Technology	$1,216,920	$1,382,312	$1,390,257	$1,215,127	$1,397,471
City Council	$38,466	$40,704	$40,597	$40,658	$183,520
City Clerk	$453,135	$574,181	$573,967	$537,450	$660,003
General Overhead	$14,622,255	$13,819,852	$17,670,564	$16,864,997	$14,238,616
Total Expense	**$22,119,034**	**$22,053,578**	**$26,035,517**	**$24,615,504**	**$23,122,690**

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.

City Manager

Budget Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Other Revenue	$0	$0	$200,596	$200,600	$0
Transfer In - Trust	$7,660	$0	$0	$0	$0
Total Revenue	**$7,660**	**$0**	**$200,596**	**$200,600**	**$0**
Expense					
Full Time	$534,344	$552,252	$552,252	$444,420	$381,158
Overtime	$315	$0	$0	$0	$0
Allowance	$1,800	$1,800	$1,800	$1,800	$1,200
Retirement	$74,357	$74,950	$74,950	$62,360	$48,865
FICA	$36,948	$37,956	$37,956	$29,750	$24,687
Beneflex	$83,683	$100,138	$100,138	$71,940	$49,130
Worker's Compensation	$611	$623	$623	$620	$770
Unemployment Insurance	$207	$198	$198	$200	$105
Professional Development	$9,390	$2,150	$12,150	$5,000	$2,160
Business Expense	$1,010	$3,500	$3,500	$2,000	$2,500
Dues & Memberships	$56,001	$57,017	$57,017	$57,017	$57,400
Professional Services	$10,893	$14,800	$14,800	$10,000	$162,800
Communications	$359	$420	$420	$400	$350
Postage	$116	$650	$650	$200	$550
Office Supplies	$3,768	$2,600	$2,426	$1,500	$1,600
Departmental Supplies	$500	$1,700	$1,700	$1,200	$1,700
Liability Insurance	$3,508	$4,012	$4,012	$4,012	$4,640
Total Expense	**$817,811**	**$854,766**	**$864,592**	**$692,419**	**$739,615**

2024 Goals

1. Work with Departments to ensure essential organizational positions are staffed.
2. Advance capital projects, as approved by the City Council, in all areas.
3. Ensure staff continues to participate in all needed training, improve technical proficiencies and sustain professional certifications relevant to their responsibilities and the needs of the community.
4. Continue to work collaboratively with existing community partners and build new partnerships for important initiatives.
5. Apply and secure grants and outside resources to achieve organizational goals.
6. Work with staff to maintain and improve recreational and park infrastructure, programming and accessibility.
7. Prepare to transition to newly approved solid waste contract.

City Manager

2023 Goal Status

1. Implement the enhanced ambulatory services initiative as approved by City Council.
   9-Month Status: Ambulance 1 initiative was completed in advance of schedule.

2. Complete priority infrastructure projects including: construction of the Hoit/Whitney Road intersection, construction of the new high lift station at the Water Treatment Plant, and other approved capital projects.
   9-Month Status: Construction of the Hoit/Whitney Road double roundabout and associated infrastructure is completed and operational; the new high lift station at the Water Treatment Plant is substantially complete, awaiting delivery of variable frequency drives; the Loudon Road Bridge Improvements are under design; McKee Square design and engineering is underway; the General Services and Fire Departments' Vehicle Replacement Program is proceeding as scheduled; and park and building improvements, approved in the budget, are proceeding.

3. Work with departments and boards to update, adopt and implement the City's new zoning code.
   9-Month Status: Phase 2 of the "Concord Next" Zoning Ordinance is currently under development. Presently, staff is planning on the new ordinance being finalized and adopted by the end of the upcoming fiscal year.

4. Continue to work with the Human Resources Department to facilitate organization-wide programs to enhance diversity, equity, and inclusion in the workplace.
   9-Month Status: Although no specific program has been provided, the principals of diversity, equity and inclusion have been included in harassment prevention, orientation, and other programs provided to employees. Through work with the National League of Cities, it was determined that a Core Team of Department Heads would first work on foundational training that aids in understanding and assessing government's role in promoting racially equitable and inequitable policies, practices, and procedures; as well as behaviors that can help to advance racial equity. This was completed in two sessions throughout the year.

5. 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 Community Development Finance Authority (NHCDFA).
   9-Month Status: During FY 2023, the City secured six Community Development Block Grants totaling $2,646,718. Awards included: $750,000 for the new Boys & Girls Club facility at 76 Community Drive in Penacook Village; $750,000 for a new food pantry at the Chris the King Parish on South Main Street; $500,000 for the Concord Coalition to End Homelessness to acquire and redevelop property at 6 South State Street into housing for persons experiencing homelessness; $500,000 for the Crisis Center of Central New Hampshire to acquire property located at 27 Warren Street for support services for victims of domestic violence; and $146,718 for Riverbend Community Mental Health to renovate public facilities and residential units supporting individuals with mental health needs.

6. Maintain or improve the City's financial position and bond ratings while managing towards a balanced budget.
   9-Month Status: The City continues communication with the rating agency to maintain the current bond rating. The City's ongoing economic development, strong financial management policies and procedures, and strong financial stability continue to be a driving force for the favorable bond rating, year over year.

7. Work with the Human Resources Department on retention and recruitment initiatives.
   9-Month Status: The Recruitment/Retention Committee worked for six months to develop a report of recommendations to present to City Administration, the Fiscal Policy Advisory Committee, and, ultimately, City Council, for approval. Once approval was gained, the initiatives were implemented and more members were recruited for the committee. The committee will reconvene in May 2023.

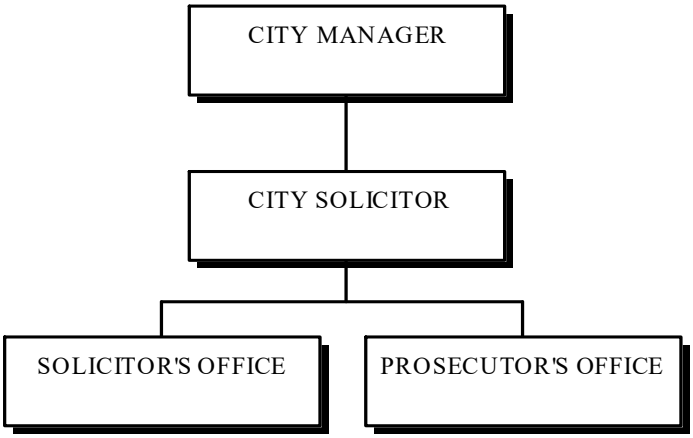
8. Develop and implement strategies to expand training opportunities for staff city-wide. Focus on succession planning, mentorship and employee development programs.
   9-Month Status: Training continues focused on the public safety departments; the City Clerk's Office; and the Community Development Department, particularly the new Energov system and Citizen Self Service portal/permitting process. MUNIS performance evaluations, training/certifications and Employee Self Service functionality roll-out was accomplished. The principles of diversity, equity and inclusion have been included in harassment prevention, orientation and other programs provided to employees.

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	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Fines for Code Prosecution	$3,724	$5,000	$5,000	$0	$0
Court Ordered Payments	$3,657	$1,000	$1,000	$600	$0
Other Gov Agencies - Local	$72,089	$73,531	$73,531	$73,531	$74,850
Total Revenue	**$79,471**	**$79,531**	**$79,531**	**$74,131**	**$74,850**
Expense					
Full Time	$715,479	$848,471	$848,471	$745,700	$886,623
Part Time	$37,053	$33,451	$33,451	$39,620	$96,625
Temporary	$51,797	$0	$0	$40,140	$0
Overtime	$0	$890	$890	$250	$920
Allowance	$3,050	$3,000	$3,000	$3,000	$3,000
Retirement	$101,306	$119,420	$119,420	$105,250	$120,084
FICA	$60,882	$67,462	$67,462	$62,270	$74,089
Beneflex	$150,320	$192,123	$192,123	$182,780	$225,101
Worker's Compensation	$1,087	$1,109	$1,109	$1,110	$1,180
Unemployment Insurance	$413	$384	$384	$380	$384
Professional Development	$11,068	$21,877	$21,877	$21,877	$21,877
Business Expense	$1,048	$4,500	$4,500	$4,500	$4,500
Professional Services	$42,493	$55,350	$55,350	$55,350	$55,575
Software/Hardware Maintenance	$8,162	$8,073	$8,073	$8,343	$8,588
Rent	$56,589	$63,250	$63,250	$63,250	$63,143
Communications	$1,732	$1,291	$1,291	$1,310	$1,350
Postage	$399	$1,000	$1,000	$1,000	$1,000
Office Supplies	$1,426	$4,000	$3,756	$4,000	$4,000
Liability Insurance	$6,410	$7,088	$7,088	$7,088	$6,990
Total Expense	**$1,250,715**	**$1,432,737**	**$1,432,493**	**$1,347,218**	**$1,575,028**

Legal

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Civil Litigation Cases	*15	*14	*20	*20
2. Tax Abatement Cases	*19	*20	*19	*19
3. Tax Lien Mortgages (Research at Registry)	375	345	345	345
4. Tax Deed Mortgages (Research at Registry)	77	39	50	50
5. Tax Title Searched for Properties to be Deeded	452	384	395	395
6. Ordinances, Reports and Resolutions	136	149	130	135
7. Negotiated Union Contracts (out of 6)	1	4	1	1
8. Licenses, Agreements and MOUs	78	79	65	75
9. Bankruptcy Matters (Claims Filed)	2	2	3	3
10. City Department/Public Body Westlaw Legal Research	2,333	1,825	1,200	1,500
11. Financial Guarantees for City Projects/Developments	60	68	60	60
12. Right-to-Know Requests	113	107	**80	**100
13. Complaints Filed/Reviewed	3,650	4,369	4,000	4,500
14. Criminal Dispositions, Hearings, Proceedings	16,703	14,663	14,200	16,000
15. Juvenile Dispositions and Hearings	662	752	600	550
16. Administrative License Suspensions	239	321	220	220
17. Concord Code Enforcement	23	7	7	7

* Includes pending cases from prior years.
**Excludes requests handled exclusively by the Police Department and Fire Department

2024 Goals

1. The City Solicitor's Office will continue to monitor legislation and case law related to New Hampshire's Right-to-Know Law.
2. The City Solicitor's Office will continue to provide Right-to-Know Law training, as needed, for all City Departments, the City Council, Boards, Commissions and Committees.
3. The City Solicitor's Office will continue to archive remaining paper files to electronic format.
4. The City Prosecutor's Office will continue to work with the Court in determining how to address the impact of the end of Felonies First in January of 2024.
5. The Prosecutor's Office will work on adding legal training for its new attorneys and will continue to work with the police departments, providing training on a case by case basis.
6. The Prosecutor's Office will work on covering the additional hearings that are being scheduled by the Court now that they have additional judges and more trials are being scheduled on a daily basis.

2023 Goals Status

1. The City Solicitor's Office will provide Right-to-Know Law training to all City Departments, the City Council, Boards, Commissions and Committees.
   9-Month Status: Training is scheduled for May 9, 2023.

2. The City Solicitor's Office will provide the City's Ethics Ordinance training to the City Council, Boards, Commissions and Committees.
   9-Month Status: Training is scheduled for May 9, 2023.

3. The City Solicitor's Office will archive remaining paper files to electronic format.
   9-Month Status: Ongoing.

4. The City Prosecutor's Office will review the impact of pending State legislation relative to the staffing levels at the Prosecutor's Office.
   9-Month Status: Ongoing.

Legal

5. The City Prosecutor's Office experienced a reduction and turnover in its attorney positions in FY 2022. The City Prosecutor's Office will continue to train officers on a case-by-case basis, as staffing levels allow, for additional time to complete enhanced training
   9-Month Status: Ongoing.

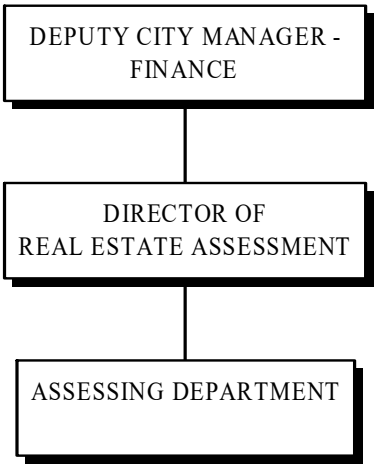
6. The City Prosecutor's Office will continue to meet with the Court on a regular basis to work on solutions to reduce the backlog of cases from FY 2022.
   9-Month Status: Ongoing.

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 on-going property valuation services in compliance with the New Hampshire constitution and statutes governing assessments using 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	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Timber Tax	$30,827	$15,000	$15,000	$16,500	$15,000
Payment-In-Lieu-of-Tax (PILOT)	$742,121	$674,180	$674,180	$684,050	$722,139
Excavation Activity Tax	$0	$100	$100	$0	$100
Forest Loss Reimbursement	$491	$490	$491	$490	$490
Other Revenue	$93	$100	$100	$50	$50
Total Revenue	**$773,531**	**$689,870**	**$689,871**	**$701,090**	**$737,779**
Expense					
Full Time	$437,391	$455,934	$455,934	$443,620	$474,367
Part Time	$3,000	$3,000	$3,000	$3,000	$3,000
Temporary	$0	$1,540	$1,540	$0	$1,550
Overtime	$1,745	$390	$390	$390	$400
Allowance	$0	$0	$0	$450	$600
Retirement	$62,891	$64,160	$64,160	$62,740	$64,317
FICA	$32,364	$33,678	$33,678	$33,240	$34,909
Beneflex	$124,977	$135,889	$135,889	$118,660	$145,824
Worker's Compensation	$9,427	$8,991	$8,991	$8,980	$9,970
Unemployment Insurance	$242	$231	$231	$230	$210
Professional Development	$9,336	$16,590	$16,590	$16,590	$18,050
Business Expense	$2,604	$5,450	$5,450	$4,800	$5,450
Professional Services	$13,751	$34,440	$34,440	$36,000	$36,260
Software/Hardware Maintenance	$917	$1,230	$1,230	$1,230	$1,260
Communications	$477	$560	$560	$560	$490
Postage	$2,809	$2,800	$2,800	$1,800	$2,000
Office Supplies	$3,118	$3,750	$5,052	$5,050	$3,900
Liability Insurance	$3,100	$3,562	$3,562	$3,560	$3,830
Total Expense	**$708,150**	**$772,195**	**$773,498**	**$740,900**	**$806,387**

Assessing

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Building Permits Processed	545	621	500	600
2. Building Permits Inspected	534	529	649	600
3. New Homes Added	75	44	45	50
4. New Parcels Added	52	49	63	60
5. Deed Changes Processed	825	915	851	850
6. Sales Reviews Conducted	622	734	450	500
7. Appeals: BTLA & Superior Court	13	10	15	15

2024 Goals

1. Conduct interviews, hire, and train a qualified candidate for the Department's vacant Appraiser position.
2. Continue to encourage and sponsor department staff to enhance professional growth through new education opportunities and continued education for our certified/licensed Appraisers/Assessors.
3. Coordinate and cooperate with the NH Department of Revenue with scheduling and completing the required assessment review scheduled for calendar year 2023.
4. 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.

2023 Goals Status

1. Complete a statistical update for all property for market value as of April 1, 2022.
   9-Month Status: This was not completed for Tax Year 2022/ Fiscal Year 2023 due to staff changes in the Department. Staff continues to review, discover, and list information on properties in order to provide fair and equitable property values.

2. Work in conjunction with GIS staff to complete the last phase of the digital tax map program.
   9-Month Status: The final phase of the digital tax map program is in its final stage of internal review and on target to be completed by mid-May 2023.

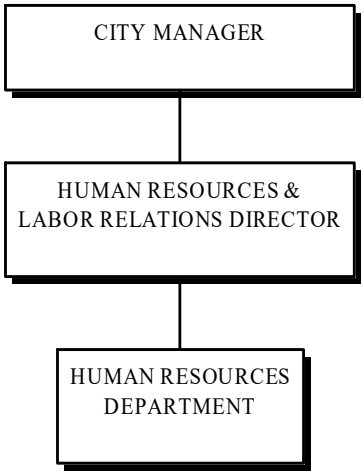
3. Conduct an ongoing review of exempt properties (2-4 properties/year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.
   9-Month Status:
   - Brain Injury Association of New Hampshire, 7 Green Street, 2nd Floor, unoccupied; area not exempt.
   - Community Bridges, Inc., 162 Pembroke Road, renovation complete and occupied; exempt.
   - Carmelite Monastery, 275 Pleasant Street, property unoccupied but partially consecrated; unoccupied areas are not exempt and consecrated areas are exempt.
   - NH Historical Society, 6 Eagle Square, 54% leased and not exempt.
   - NH Higher Education Loan Corp, 1-4 Barrell Court, properties partially rented and vacant; areas leased to non-exempt or vacant are taxable.
   - Penacook Community Center (Boys and Girls Club), buildings were demolished with the intent to rebuild to a charitable purpose.
   - Capital Development Council, adjusted taxable/exempt percentage based on usage.
   - Concord Coalition to End Homelessness, Rollins Street parking lot, leased; taxable.
   - Granite State College, reviewed for taxable and exempt percentage.
   - IQRA Islamic Society of Greater Concord, reviewed renovation work in progress, able to use entire building; exempt.
   - Roman Catholic Bishop of Manchester, reviewed 3 Thorndike Street, the church purchased the property in August 2021; 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	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Donations	$35,518	$35,700	$35,700	$35,781	$35,880
Other Revenue	$1,351	$0	$0	$0	$0
Total Revenue	**$36,869**	**$35,700**	**$35,700**	**$35,781**	**$35,880**
Expense					
Full Time	$364,977	$375,419	$375,419	$381,490	$394,804
Allowance	$600	$600	$600	$600	$600
Retirement	$51,317	$52,785	$55,285	$53,630	$53,416
FICA	$27,163	$28,888	$28,888	$29,390	$30,349
Beneflex	$87,386	$93,841	$93,841	$93,947	$97,902
Worker's Compensation	$422	$435	$435	$430	$580
Unemployment Insurance	$140	$154	$154	$160	$140
Professional Development	$8,900	$17,739	$26,739	$29,529	$17,450
Business Expense	$36	$400	$400	$290	$400
Professional Services	$44,814	$87,150	$126,400	$89,220	$262,365
Software/Hardware Maintenance	$5,990	$6,290	$6,290	$6,290	$6,600
Communications	$357	$420	$420	$420	$420
Postage	$107	$298	$298	$373	$392
Office Supplies	$1,692	$2,300	$1,881	$1,900	$1,900
Departmental Supplies	$1,837	$2,200	$2,200	$2,297	$2,380
Liability Insurance	$2,570	$2,908	$2,908	$2,910	$3,160
Total Expense	**$598,309**	**$671,826**	**$722,157**	**$692,876**	**$872,858**

Human Resources

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Recruitments Conducted	92	111	115	110
2. Wellflex Enrollments	261	313	191	225
3. Wellflex Completions	81	*102	**80	75
4. New Hire Orientations	13	12	12	12
5. Retirements Processed	16	18	12	15
6. Lost Time Injury Frequency***	36	30	19	17

* The increase in completions is due, in part, to the availability of virtual wellness programs during COVID-19.

** In July 2022, a new online wellness portal was introduced. It had a soft rollout coming out of a new process for online open enrollment and has since gained traction throughout the year.

*** 2021: 6 Lost Time Claims COVID-19 related; 13 Lost Time Claims unrelated to COVID-19. 2022: 25 Lost Time Claims COVID-19 related; 5 Lost Time Claims unrelated to COVID-19. 2023: 10 Lost Time Claims COVID-19 Related; projection based on no additional COVID-19 claims this fiscal year.

2024 Goals

1. Review and prepare for the potential of the NH Department of Labor adopting OSHA standards.
2. Continue work on implementing the MUNIS Performance Evaluation module.
3. Implement Employee Self Service notification functionality for new hires and employee messaging.
4. Work with Core Team to develop Equity plans.
5. Work with Retention and Recruitment Committee to assess and recommend improvements.

2023 Goals Status

1. Complete MUNIS Performance Evaluations, Training/Certifications, and ESS Functionality roll out.
   9-Month Status: Effective January 1, 2022, MUNIS employees are able to register for and review completed trainings offered by the City. Completed training certificate provided by third party provider may continue to be updated to employee training record for review in MUNIS system. In 2022, over 600 individual records were updated for review; 363 individual employees. Work on the MUNIS Performance Evaluation module continues. New evaluation performance competencies have been developed and loaded into MUNIS in preparation for testing the system in small test groups. We have delivered 1095 and W-2 documents through the ESS portal.

2. Complete training for Manager Use of Employee Self Service for evaluations, leave approval and personnel action approvals.
   9-Month Status: Testing continues on work flow to ensure routing of these critical documents goes to the appropriate chain of command.

3. Conduct Citywide training on Diversity, Equity and Inclusion.
   9-Month Status: The principals of diversity, equity and inclusion have been included in harassment prevention, orientation, and other programs provided to employees. Through work with the National League of Cities, it was determined that a Core Team of Department Heads would first work on foundational training that aids in understanding and assessing government's role in promoting racially equitable and inequitable policies, practices, and procedures; as well as behaviors that can help to advance racial equity. This was completed in two sessions throughout the year.

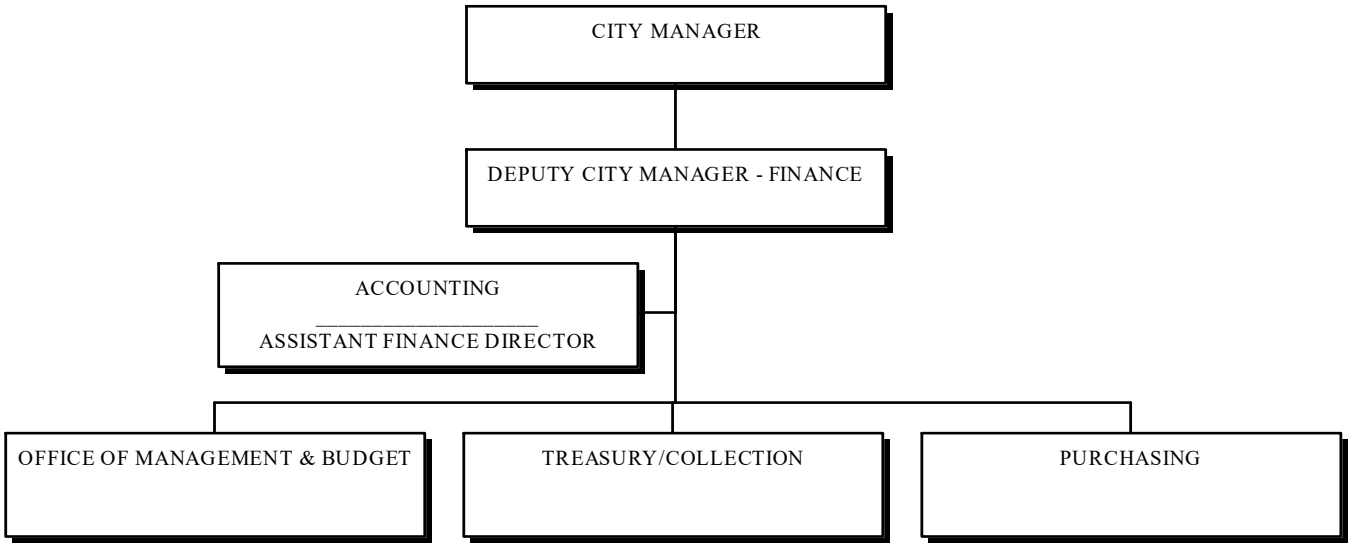
4. Continue work with Retention/Recruitment Committee Initiative.
   9-Month Status: The committee worked for six months to develop a report of recommendations to present to City Administration, the Fiscal Policy Advisory Committee, and, ultimately, City Council, for approval. Once approval was gained, we implemented the initiatives and recruited more members for the committee. The committee will reconvene in May 2023.

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	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Property Taxes	$44,363,703	$46,696,609	$46,513,677	$46,513,677	$48,686,053
Fines and Penalties	$321,916	$450,000	$450,000	$403,000	$405,000
Motor Vehicle Registrations	$7,205,644	$7,450,000	$7,395,000	$7,700,000	$7,600,000
MV Transportation Surcharge	$186,184	$180,000	$180,000	$183,000	$185,000
MV Transportation Admin	$20,609	$20,500	$20,500	$20,600	$20,500
MV Waste Disposal	$20,897	$20,500	$20,500	$20,600	$20,500
MV State Agent Admin	$133,313	$125,000	$125,000	$129,700	$130,500
Investment Income	$82,142	$800,000	$800,000	$1,300,000	$1,310,000
Sale of Assets	$62,909	$30,000	$30,000	$30,000	$30,000
Finance Charges	$7,346	$2,500	$2,500	$2,500	$2,500
Use of Fund Balance	$0	$375,000	$1,070,350	$0	$295,150
Other Revenue	$3,130	$30,500	$30,500	$91,458	$30,500
Other Gov Agencies - State	$54	$0	$1,959,114	$1,959,113	$0
Rooms and Meals Tax	$3,141,213	$3,247,000	$3,824,985	$3,824,985	$3,824,985
Highway Block Grant	$848,227	$851,600	$1,625,666	$1,625,670	$884,660
Railroad Tax	$2,305	$0	$1,882	$1,818	$2,000
Transfer In - Trust	$52,000	$0	$0	$0	$0
Total Revenue	**$56,451,589**	**$60,279,209**	**$64,049,674**	**$63,806,121**	**$63,427,348**

Finance

	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Full Time	$1,388,911	$1,442,409	$1,442,409	$1,396,440	$1,515,465
Part Time	$21,209	$29,469	$29,469	$26,090	$31,139
Temporary	$1,599	$0	$0	$0	$0
Overtime	$18,411	$13,670	$13,670	$23,160	$14,180
Allowance	$2,400	$2,400	$2,400	$2,400	$2,400
Retirement	$198,723	$204,727	$204,727	$199,390	$206,962
FICA	$106,313	$110,671	$110,671	$108,450	$116,238
Beneflex	$357,777	$396,834	$396,834	$356,040	$415,721
Worker's Compensation	$1,695	$1,734	$1,734	$1,730	$2,220
Unemployment Insurance	$704	$730	$730	$740	$665
Professional Development	$6,923	$6,280	$6,280	$4,555	$6,380
Business Expense	$871	$1,650	$1,650	$1,500	$1,550
Professional Services	$77,977	$77,085	$77,085	$86,646	$88,835
Software/Hardware Maintenance	$102,020	$107,904	$126,360	$125,075	$135,098
Advertising	$1,636	$50	$50	$333	$50
Rent	$3,334	$3,870	$3,870	$3,870	$4,044
Communications	$1,490	$1,890	$1,890	$1,890	$1,750
Postage	$47,628	$52,050	$52,050	$49,050	$54,435
Office Supplies	$21,280	$39,650	$36,583	$37,570	$39,660
Liability Insurance	$10,370	$11,931	$11,931	$11,930	$12,400
Capital Outlay - GL	$41,998	$0	$47,000	$47,000	$0
Interest	$3	$0	$0	$0	$0
Total Expense	**$2,413,273**	**$2,505,004**	**$2,567,393**	**$2,483,859**	**$2,649,192**

Finance

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Collection Rate as a % of Current Levy	98.5%	99.3%	98.8%	98.8%
2. Total Number of Motor Vehicle Registrations	45,974	47,606	47,600	47,600
3. Bond Rating – Moody's/S&P	AA+	AA+	AA+	AA+
4. Number of Purchasing Transactions	8,781	6,066	7,000	7,000
5. Dollar Value of All Purchasing Transactions	$48,619,910	$49,423,610	$48,000,000	$48,000,000

2024 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.

2023 Goals Status

1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
   9-Month Status: The continued strong housing market contributes to a favorable tax collections rate for the City. Delinquent taxes are paid at time of ownership change. The number of parcels liened each year continues to decline due to the favorable housing market, the mailing of "friendly" reminder notices, and the late summer lien date. Customer education continues for the tax collection process, and the exemptions and credits available, which promote a better customer service experience.

2. Continue to maintain or improve the City's current bond rating.
   9-Month Status: The City continues communication with the rating agency to maintain the current bond rating. The City's ongoing economic development, strong financial management policies and procedures, and strong financial stability continue to be a driving force for the favorable bond rating, year over year.

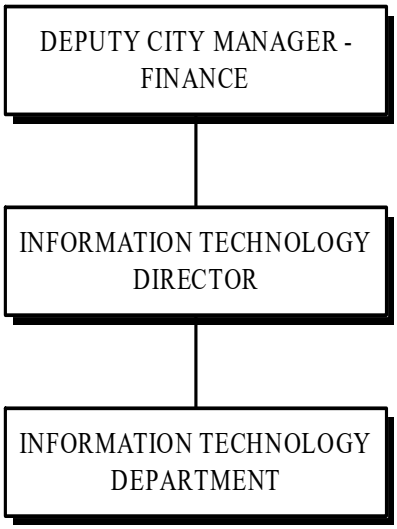
3. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.
   9-Month Status: Two –term contracts were signed for gasoline and diesel for the period July 1, 2023 through June 30, 2025, with a FY 2024 fixed price of 90% of volumes; and a FY 2025 fixed price of 50% of volumes. Electricity bids are forthcoming in April 2023, and we anticipate entering into a new 2-3 year fixed-price supply contract effective December 2023.

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	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Other Gov Agencies - State	$116	$0	$0	$0	$0
Total Revenue	**$116**	**$0**	**$0**	**$0**	**$0**
Expense					
Full Time	$717,390	$782,890	$782,890	$681,110	$792,898
Overtime	$120	$660	$660	$660	$4,806
Allowance	$3,550	$4,200	$4,200	$4,200	$4,200
Retirement	$101,776	$110,168	$110,168	$95,860	$107,926
FICA	$53,512	$58,430	$58,430	$51,520	$60,201
Beneflex	$165,030	$204,497	$204,497	$154,580	$189,725
Worker's Compensation	$775	$768	$768	$770	$1,020
Unemployment Insurance	$325	$346	$346	$350	$315
Professional Development	$2,274	$10,430	$10,430	$10,430	$7,200
Business Expense	$231	$800	$800	$800	$1,000
Professional Services	$175	$0	$0	$161	$0
Software/Hardware Maintenance	$161,960	$199,800	$199,800	$199,800	$217,600
Communications	$2,061	$2,101	$2,101	$2,200	$2,140
Postage	$12	$200	$200	$100	$200
Office Supplies	$3,359	$2,000	$9,944	$7,566	$2,000
Liability Insurance	$4,370	$5,023	$5,023	$5,020	$6,240
Total Expense	**$1,216,920**	**$1,382,312**	**$1,390,257**	**$1,215,127**	**$1,397,471**

Information Technology

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Number of Support Calls	4,020	3,800	3,900	4,000
2. Network Availability - Estimated Percentage	99.2%	99.5%	99.7%	99.7%
3. Average Website Visitors per Month	55,000	83,265	85,000	86,000
4. Number of Employee Systems Supported	530	535	540	545
5. Average Age of Hardware Systems	2.8	3.8	4	4

2024 Goals

1. Complete Fire mobile computer replacement.
2. Replace Central Network Core, and upgrade high speed access to Data Repository Center.
3. Replace 60% of department access network switches and implement improved security protocols and network access.
4. Replace Legacy Human Services Benefit tracking system.
5. Implement EPA recommendations and improved security to our Water and Wastewater infrastructure.
6. Implement Two-Factor authentication for First Responders.
7. Replace and upgrade Virtual server environment.

2023 Goals Status

1. Replace 16 Police Mobile units and 10 Fire Apparatus units.
   9-Month Status: All police mobiles have been replaced. We are waiting on final approval from the Fire Department to install the fire mobiles.

2. Replace 30% of department access network switches and implement improved security protocols and network access.
   9-Month Status: This project can only be started once the core network switches are replaced. These delays are due to supply change issues. Once the core switches are replaced, this project can be started.

3. Replace Central Network Core, and upgrade high speed access to Data Repository Center.
   9-Month Status: We are running 8 months behind in this project due to supply change issues. Now that we have received most of the required switches, we will be trying to catch up with our replacement schedule.

4. Replace Legacy Human Services Benefit tracking system with online centralized software platform.
   9-Month Status: The first attempt to replace the legacy system fell through. The company providing the system stopped responding to us. We have started reviewing alternative options.

5. Review EPA recommendations and implement improved security to our Water and Wastewater infrastructure.
   9-Month Status: The funding was approved in March 2023. We will be having our first meeting with the vendor soon.

6. Upgrade the City's internal Helpdesk ticketing system.
   9-Month Status: The ticketing system was successfully implemented in August 2022.

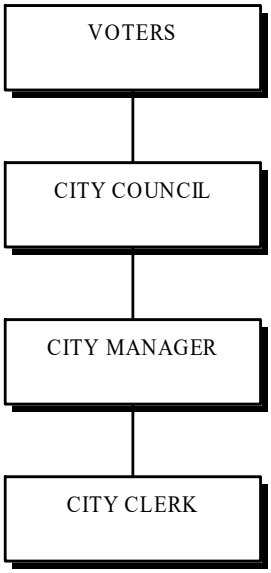
7. Implement Two-Factor authentication for First Responders.
   9-Month Status: This project has been temporarily put on hold until we can clear a backlog of projects and free up personnel. We are planning on resuming work on this project in the summer of 2023.

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	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Other Gov Agencies - State	$413	$0	$0	$0	$0
Total Revenue	**$413**	**$0**	**$0**	**$0**	**$0**
Expense					
Part Time	$15,964	$16,000	$16,000	$16,000	$16,000
FICA	$1,222	$1,224	$1,224	$1,224	$1,231
Worker's Compensation	$0	$19	$19	$19	$30
Unemployment Insurance	$1	$44	$44	$0	$9
Professional Development	$3,006	$4,400	$4,400	$4,400	$146,900
Software/Hardware Maintenance	$13,474	$14,000	$14,000	$14,000	$14,000
Advertising	$4,028	$3,575	$3,575	$3,575	$3,900
Postage	$31	$60	$60	$60	$60
Office Supplies	$620	$1,250	$1,143	$1,250	$1,250
Liability Insurance	$120	$132	$132	$130	$140
Total Expense	**$38,466**	**$40,704**	**$40,597**	**$40,658**	**$183,520**

CY 2022-2023 Priorities

Members of City Council met on February 7, 2022, to discuss and set priorities for CY 2022 and CY 2023. The following items are the top priorities that members of Council chose for 2022-2023.

1. Balanced Budget Issues: FY 2023 and FY 2024
2. Community-wide Economic Development Initiatives to Expand Tax Base
3. Public Safety Work
4. Recreational/Cultural Opportunities, Parks and Cemeteries
5. Enhanced Community Events/Arts
6. Sustainability Initiatives
7. Transportation

CY 2022-2023 Ongoing Initiatives

1. Former Tannery Site/Park
2. Enhanced Neighborhood Street Paving Program
3. Bridges
4. Technology Infrastructure Improvements

CY 2022-2023 Goals Status

GOAL 1. BALANCED BUDGET ISSUES: FY 2023 AND FY 2024

a) Eliminate Use of Fund Balance to Balance Budget: As part of the FY 2023 budget adoption, the City Council approved reducing the use of fund balance to $375,000. When setting the 2022 tax rate, the City received an additional $578,000 in Rooms and Meals Tax revenue and reduced the use of fund balance to zero in advance of the FY 2022 budget proposal.

b) ARPA Strategy: On March 14, 2022, City Council approved a supplemental resolution appropriating $4,567,295 in ARPA funds as part of the Standard Revenue Replacement Option under the U.S. Treasury Final Rules for ARPA funds. The City received its first installment of $2,283,647.65 in July 2021, and the second installment in August 2022. The first installment was distributed to applicable City Funds for FY 2022. The second installment was distributed to the Parking Fund and the General Fund as part of the FY 2023 revenue budget. A final allocation will be transferred to the General Fund in FY 2024.

Additionally, the General Services Department obtained $760,000 in ARPA funds from the NH Department of Environmental Services (NHDES) as part of the $3.8 million facility refurbishment at the Hall Street Wastewater Treatment Facility; and $166,000 from NHDES for the replacement of a sludge holding tank mixing system at the Hall Street Wastewater Treatment Facility.

c) Health Insurance Costs**:** The City had received a not to exceed amount on its medical insurance with a 12% rate increase driven by high cost claimants and the impact of specialty medication utilization as a whole. The final rates came in at 9.5% in February. Continuing in FY 2024, it is anticipated that the City will contribute 90% of the premiums for medical and dental with the employees paying 10%.

d) Grant Funding Opportunities: The General Services Department completed a grant application for approximately $75,000 from the NHDES to offset, in part, the replacement of a 2001 Mack sludge hauling truck. The grant was not approved. In conjunction with the Information Technology Department, the General Services Department has secured grant funds to enhance cybersecurity for the City's water and wastewater treatment facilities. The Water Division has secured a grant in the amount of $75,000 to prepare a citizen facing inventory of the community's water service lines relative to their material. The Wastewater Division has applied for grant funding for 10 infrastructure improvement projects through the NHDES State Aid Grant and State Revolving Loan Fund programs. NHDES has approved three grant applications: 1) Sludge Holding Tank Mixing System, $166,000; 2) Chlorine Building Solar Collection System, $250,000; and 3) Hall Street Process Evaluation, $100,000.

The City is currently working on a Federal Aviation Administration Airport Terminals Program grant.

The Fire Department has received all equipment that was ordered with funds from the GOFERR Locality Equipment Purchase Program. This program supported purchasing durable medical equipment that was needed for the fourth ambulance that was placed into service on October 1, 2022.

The Fire Department has accepted $25,000 through the Federal Fiscal Year 2020 and 2021 NH State Homeland Security Critical Infrastructure Water Related Catastrophe Program. These funds will be used to purchase personal protective equipment and other supplies that will support increased ability to respond to all water-based emergencies, as well as support the newly developed Swiftwater Rescue Team.

The Fire Department has started to research grant funding opportunities to support the purchase of a portable traffic barrier system intended to protect crowds in closed roadways during special events.

The Parks and Recreation Department applied for two EDA Travel, Tourism and Outdoor Recreation grants. The first one was for the Phase 2 build of Terrill Park, which includes an artificial turf field with lights, parking area, storage building, equipment and associated site work. The Terrill Park project is fully designed and permitted, and is "shovel ready." The second grant was for the design, permitting and construction of the boardwalk section of the Merrimack River Greenway Trail, which would connect the built section at Terrill Park to the new cornfield section near Loudon Road. Unfortunately, the City was not awarded either grant.

In January 2022, NHDES awarded the Abbot-Downing Society a Brownfields Technical Assistance Grant to complete a Phase 1 Environmental Site Assessment and Hazardous Building Materials Survey of the former Concord Stables located at 117.5 Warren Street. The City prepared the grant application on behalf of the Abbot-Downing Society. The cost of these assessments is being paid for entirely by the State. These studies will allow the City and Abbot-Downing Society to further refine the redevelopment strategy for the property, as well as position the project for future potential Brownfields Cleanup Grants from the US Environmental Protection Agency and NHDES to support redevelopment efforts.

On April 11, 2022, the City Council authorized the City Manager to apply for two Land and Water Conservation Fund (LWCF) grants: one for up to $500,000 to support the construction of the new Riverfront Park in Penacook; and another for up to $400,000 to rebuild the playground at White Park. A site visit with LWCF staff occurred on May 11, 2022, and the City has received notification that both projects are eligible projects. Funding applications for both projects were filed on December 16, 2022. The City should be notified of grant award status by summer 2023.

The Police Department applied for and received $80,217 in ARPA funds. These funds were to be used to purchase two all-terrain vehicles, a pick-up truck, and a trailer. The Department has purchased a 16-foot enclosed trailer and a 2022 Ford F-150 pick-up truck with this grant funding. The Department is still waiting for the arrival of the all-terrain vehicles.

In March of 2023, the Police Department researched grant funding opportunities through the Jeanne Shaheen Congressional Directed Spending grant. As a result, the Police Department prepared to submit applications for grant funding through the Commerce, Justice, Science and Related Agencies grant program. If approved, monies from this grant will allow the Department to replace and update older technologies currently in use and to purchase new equipment to keep up with an ever-changing law enforcement environment. Grant money will also be used for training purposes to ensure that staff are properly trained in all aspects of their work.

On November 3, 2022, the NH Community Development Finance Authority tentatively awarded $1.5 million in Community Development Block Grant funds to support development of a new Boys & Girls Club facility at 76 Community Drive, Penacook; as well as a new food pantry at the Christ the King Church on South Main Street.

On February 2, 2023, the City applied for up to $1 million in InvestNH "per unit" grant funds. The grant is in recognition of the City's approval of the Dakota Partners Langdon Avenue and Caleb Penacook Landing 2 Project. The application is pending.

On March 13, 2023, the City Council approved Resolution #9538, which authorized the City Manager to apply for up to $1 million of Community Center Improvement Program grant funds from the NH Community Development Finance Authority for the new Penacook Branch Library/Community Center to be developed in partnership with the Boys and Girls Club of Central NH at 76 Community Drive. The application will be filed in April 2023.

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

a) Bricks and Mortar: The commercial construction at Exit 17, called Interchange Development, continues to progress. In March 2022, the Planning Board conditionally approved 1,500 SF for a restaurant, 2,750 SF for retail, and 2,500 SF for a credit union. This is in addition to the already approved Market Basket, Homegoods, State Liquor Outlet, and Wendy's restaurant at the site. In addition, applications are currently pending before the Planning Board for a drive-thru pharmacy and coffee shop at 10 Whitney Road.

The Grappone Family received development approvals from the Planning Board for a new Mazda dealership at 134 Manchester Street. Steel erection is currently underway.

Development of multiple pad sites at the Brixmor Plaza on Storrs Street is almost completed. The project will feature approximately 16,000 SF of development, including a 110 Grille restaurant, another yet to be announced restaurant, an Xfinity store, and a coffee shop with drive-thru. Pending correction of sewer issues and completion of other punch list items, it is anticipated that a certificate of occupancy will be forthcoming soon.

In December 2022, the Planning Board granted conditional site plan approval for a new five story, 30,000 SF mixed use building to be developed at 20 South Main Street. The building will feature a Friendly Toast restaurant, office space, and event space.

b) Zoning Rewrite: Work continues on the final draft of Phase 1. Phase 2 public meetings were held virtually on March 28-31, 2022. The project is ongoing, due, in part, to staffing vacancies within the Community Development Department. Staff tentatively plans to complete proposed amendments to the Zoning Ordinance, as well as associated accompanying edits to the Site Plan Review Regulations, in FY 2024.

c) Housing:

Former NH Employment Security (NHES) Property: On May 20, 2021, the City Council approved Resolution #9375, which authorized the City Manager to enter into a Purchase and Sales Agreement with the John Flatley Company concerning sales and redevelopment of the former NHES property located at 32-34 South Main Street and 33 South State Street.

The Purchase and Sales Agreement was executed on May 17, 2021, and subsequently amended on September 14, 2021 and January 11, 2022. The Developer plans to demolish the existing 26,100 SF former office building and construct a new 80,000 SF apartment building featuring 64 market rate units. The new development will have an assessed value of $8-$10.24 million, and will generate $215,000-$275,000 in property taxes annually. Due to governmental ownership, the property has been tax exempt since 1979.

On December 22, 2022, the City completed interior asbestos abatement at the property. The cost of abatement was $320,000, of which $200,000 (or 60%) was funded by a grant from the NHDES.

On March 2, 2022, the Developer secured required variances and special exceptions from the Zoning Board of Adjustment; on April 20, 2022, the Developer secured conditional site plan approval from the Planning Board for the project; and on June 9, 2022, the City sold the property to the Developer. Construction is currently underway. The project is scheduled for completion in fall 2023.

Penacook Landing Phase 2: On September 18, 2019, the City sold 2.5 acres of the former Allied Leather Tannery site, located at 33-35 Canal Street, to the Caleb Development Corporation (Caleb) for redevelopment into a 54-unit housing project. Phase 1 was completed in October 2020. On September 27, 2022, Caleb closed on all financing for the project, including a $600,000 loan from the City's Revolving Loan Fund Program. The total cost of the project is $6.2 million. Construction began in October 2022. The project will be completed in fall 2023. Upon completion, Phase 2 will have an assessed value of $1,615,000 and will generate $45,000 in property tax revenue for the community annually. Interest payments on the City's $600,000 loan will generate approximately $291,000 in revenue for the City's Revolving Loan Fund Program. The project is underway, and, as of March 31, 2023, rough framing for the shell of the building was completed.

Other:

1. A 16-lot residential single-family subdivision was approved by the Planning Board for a parcel located at the intersection of Sewalls Falls Road and Abbott Road.
2. CATCH Neighborhood Housing has secured development approvals and financing for 48 units of affordable housing to be located at 303 Sheep Davis Road. Construction is anticipated to begin in late 2023.
3. A private developer has secured development approvals and financing for 123 units of new housing on Pembroke Road, 84 of which will be affordable housing. Construction is anticipated to begin in late 2023.
4. In 2021, the City secured $386,242 in Community Development Block Grant funds to support the renovation of housing units owned or leased by Riverbend Community Mental Health. The project specifically involves properties located on Fayette Street and Pleasant Street. Said units are occupied by low-moderate income persons who are clients of Riverbend. In 2022, the City secured an additional $77,248 to assist this project. The project is currently under construction.
5. On May 23, 2022, the Concord Monitor announced that it had entered into a purchase and sales agreement with New England Family Housing concerning the sale of 95 acres for development. In March 2023, the Developer announced that it had entered into a Purchase Option Agreement concerning 40 additional acres controlled by the Concord Solid Waste Co-op. With this additional real estate, the Developer has indicated that the project may include approximately 924 housing units, including 120 affordable units. New England Family Housing is currently undertaking its due diligence for the transaction.

d) Economic Development Website Update: In October 2021, InvestConcordNH.com, the previous Economic Development web site, was archived due to significant price increases and lack of updating during COVID-19. City staff is currently making improvements to, and reorganizing, the economic development portion of the main City web site to make it more accessible, informative, accurate and engaging. An update is currently underway.

e) Downtown Business Investment: Staff continues to encourage downtown investment and communicate with pertinent property owners.

Wilcox and Barton have announced that they will not be proceeding with the proposed redevelopment of 10 Pleasant Street Extension. However, the property is currently under agreement. The prospective buyers are currently evaluating the property for a mixed-use project featuring four residential units and a restaurant.

f) Outdoor Dining/Food Trucks: The Ad-Hoc Outdoor Dining Committee developed a final outdoor dining policy, which was presented and adopted at the March 14, 2022 City Council meeting. This new policy includes several clarifications to the application process, design standards, and the implementation of a $3 per square foot usage fee on City property (i.e., sidewalks, public squares, etc.) and a fee of $1,000 per parking space encumbrance per dining season. The dining season ran from April 15, 2022 to November 15, 2022. The committee subsequently forwarded a revised peddler's ordinance and a new policy for food trucks operating throughout the City, which was approved in May 2022.

g) Fees/Rent Analysis: The Ad-Hoc Fee Committee met with and completed its recommendations for the Parks & Recreation and Community Development Departments. The proposed fee changes were approved by City Council in August 2022 for the Parks & Recreation Department. The recommended fee changes for the Community Development Department were submitted for the October City Council meeting, followed by a public hearing and adoption in November 2022.

The new rental rates for the Citywide Community Center went into effect on September 1, 2022, and the use of the center has increased. The Parks & Recreation Department has seen 50 new groups/people using the center compared to the same time period last year. The department reports, based on use this winter, that there is still room rental capacity mid-week (9 AM to 3 PM); however , many nights and on Saturdays the facility is either full or close to full. The Department will continue advertising and opportunities.

In March 2023, the City Council modified regulations for dining in parking spaces. Specifically, the City Council, upon recommendation by the Ad-Hoc Outdoor Dining Committee, appropriated the sum of $34,000 to purchase concrete jersey barricades to enclose dining areas. Use of concrete barriers was recommended to improve safety of diners following an accident on July 5, 2022 involving the outdoor dining area at the Barley House.

GOAL 3. PUBLIC SAFETY WORK

a) Fire Stations and Police Station Analysis: The Fire Department is working to finalize a contract to have two garage bays at Station 1 raised to accommodate the new tower truck that was ordered with FY 2023 CIP funds. Construction may start as early as May 2023.

The Police Department underwent a Building Assessment conducted by the H.L. Turner Group, which was presented to City Administration and the City Council on May 9, 2022. The report generated from this assessment outlined many building deficiencies, safety issues, and spatial needs, both short– and long-term. This assessment also outlined possible options for remodeling the current building and/or constructing a new building. The Police Department has well outgrown the functional capabilities of its current building. The building, as it stands now, would fall short of many police accreditation standards. The building itself could certainly serve as an asset for the City as part of the City Hall complex; however, the days where it can serve as Police Headquarters have passed and improvements or replacement have become imperative.

The Police Department is actively working with the Public Properties Division to overhaul and/or replace major components of the existing building. The building had major work completed on the elevator and the building's rubber membrane roof has been identified as needing replacement. The Police Department Command Staff is actively looking for viable locations in the downtown as a potential future site to construct a new facility.

b) Enhance Emergency Management Services: The Fire Department held a small ceremony at the Manor Fire Station and placed a fourth ambulance into service on October 1, 2022. This addition has improved average ambulance response times throughout the majority of the city, as compared to the response model prior to relocating Ambulance 5 to the Central Station. Response times in neighborhoods surrounding the Manor Station improved (decreased) by approximately 45 seconds; neighborhoods surrounding the Central Station improved by 1-2 minutes; neighborhoods surrounding the Broadway Station improved by approximately 1 minute; and neighborhoods surrounding the Heights Station improved by approximately 1-2 minutes. These figures represent the average of different neighborhoods surrounding each station.

The Fire Department now has 15 Advanced EMT's on staff who are participating in the newly created labor grade. This has helped expand the Fire Department's ability to deliver high quality Advanced Life Support on medical calls.

GOAL 4. RECREATIONAL/CULTURAL OPPORTUNITIES, PARKS AND CEMETERIES

a) Library, Pools, Arena, BMGC, Trails, MRGT, Recreation Programming: For the finale of National Poetry Month in April 2022, the Concord Public Library held a Haiku Hike. Patrons were led on a leisurely walk around White Park and learned about haiku, a traditional form of Japanese poetry. Then, they got to write and share their own haikus about Concord in the springtime.

Later in the spring, a NH Fish and Game Wildlife Steward gave a presentation at the United Church of Penacook on Understanding Bobcats in New Hampshire.

In May 2022, the Library virtually hosted Andrew Vietze, a Baxter State Park Ranger and author, who told of his adventures in the wilds of the Katahdin region.

The Concord Public Library partnered with the New Hampshire Audubon Society to connect patrons to a five-part webinar, which was held in February 2022, on the Peregrine Falcon in New Hampshire. Attendees learned the history of the bird, its stages of life, conservation efforts, birding tips and more.

In July 2022, Concord muralist Sheri Vincent-Crisp gave a talk to the public about her artwork, which is showcased at the Concord Public Library, both up the stairs to the second floor and in the Children's Department. Also in July, the Library invited master gardener Ruth Axelrod, of the UNH Cooperative Extension, to speak about invasive plants in the Concord area.

In the fall of 2022, the Library introduced "Word on the Street" - two new eBike bookmobiles, which Library staff members rode to outdoor locations in all corners of Concord. The bookmobiles reached out directly to community members, delivering books and materials, educational activities, community information, and library programming information.

In November 2022, the Library hosted eco-educator Willa Coroka, who taught an audience of all ages about beavers and their importance and impact here in the Granite State.

In January 2023, local authors Kathleen and Sheila Bailey came to the Library to talk about their latest book, *NH War Monuments: The Stories Behind the Stones*.

In February 2023, Jason Sokol, an associate professor at the University of New Hampshire and author of three books on the history of the civil rights movement, came to the Library to deliver a talk entitled, "All Eyes Are Upon Us: Racial Struggles in the Northeast." Also in February, Sheryl Fave, a Historical Reenactor, performed her Ruth Bader Ginsburg, "I Dissent" program at the Heights Community Center Auditorium; and Mary Kelly, a Professor of History at Franklin Pierce University, specializing in Irish American culture and identity, presented a program entitled, "Ireland's Great Famine in Irish-American History: Memory and Meaning."

In March 2023, the Library hosted Deborah Anne Goss, a Historical Reenactor, who appeared as Abby Hutchinson Patton, recalling mid-19th century U.S. and New Hampshire history and performing rousing anthems, heartfelt ballads, and humorous songs during anti-slavery and early women's rights struggles.

Quarterly throughout 2022, and again in 2023, the Library partnered with Northeast Deaf and Hard of Hearing Services, Inc. to provide a bilingual story time for children, at which kids learned and/or practiced using American Sign Language to read a story.

The Parks and Recreation Department is coordinating the design and permitting of the cornfield section of the Merrimack River Greenway Trail. The City has hired VHB, of Bedford, for the design and permitting for this section of trail.

The Parks and Recreation Department began advertising for summer lifeguard positions in January, with the goal of opening all outdoor pools this summer. The Department typically needs to hire just over 40 lifeguards to open all pools. Once again, this year, the Department will pay the class registration fee for applicants to take the American Red Cross Lifeguard class (value $380).

In the FY 2022 Capital Improvement Plan, there were funds appropriated for court restoration at Rollins Park ($135,000), Trolley Stop repoint at White Park ($90,000), and stand-alone pickleball courts at Rolfe Park ($90,000). The court projects were completed in early June 2022, and the repointing of the Trolley Stop at White Park has been completed. In addition, the FY 2022 budget included funds for a pond restoration project at White Park ($210,000), for which the City is under contract with VHB to create a plan and required permits. Also funded were road repairs at Blossom Hill Cemetery ($80,000). The mini-makeover/renovation of Thompson Park is underway and will be completed in summer 2023.

In the FY 2023 Capital Improvement Plan, several additional projects were funded. The soccer mini pitch at Keach Park should be open to the public in July 2023, and the LED court light conversion at Rolfe and Rollins Parks will be completed in spring 2023. Staff are also working with the H.L. Turner Group on life safety improvements to the Parks Division maintenance building at White Park, as well as conducting a review of the buildings at Blossom Hill Cemetery.

b) Terrill Park, Kiwanis Park, Skate Park, Penacook Riverfront, Monkey Around Playground, Cemeteries, Recreational Corridor:

Canal Street Riverfront 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.

City Council

As part of the FY 2022 budget, the City Council appropriated $110,000 of impact fees for design and permitting of the Canal Street Riverfront Park. On November 5, 2021, a Request for Qualifications and Experience (RFQ&E) was issued to engage a design team for the project. Proposals were received on December 10, 2021. On February 11, 2022, the firm of GPI was selected for the project. Contracts with GPI were executed on March 25, 2022.

On April 11, 2022, the City Council approved Resolution #9449, which authorized the City Manager to apply for up to $500,000 in Land and Water Conservation Fund (LWCF) grants to support the project. The grant application was submitted on December 16, 2022.

On April 15, 2022, a kickoff meeting for the project occurred with GPI. The kickoff meeting also involved meetings with Chief's Restaurant and Briar Hydro Associates (both abut the project site). On May 19, 2022, additional meetings were held with the remaining two site abutters (Day Properties and the Caleb Group), as well as the City's Recreation and Parks Advisory Committee.

On June 9, 2022, the City Council approved the FY 2023 budget, which included $1,247,729 for the Canal Street Park. An additional $500,000, which is associated with the pending LWCF grant application, was asterisked in the budget and will be appropriated at time of grant award.

On June 22, 2022, the City, in partnership with the Penacook Village Association, held a community forum to discuss four concept plans for the park. Feedback from this session was used to craft a final concept plan for the park.

In August 2022, City Administration issued an RFQ&E to engage on-call construction management services for this and other capital improvement projects. Interviews were completed in October 2022. Milestone Construction and PC Construction were selected. The two firms then competed for the Canal Street Riverfront Park Project. Milestone Construction was selected for the project and began to prepare preliminary cost estimates for the project as designed.

On December 8, 2022, the final design concept for the Park was presented at the Penacook Village Association's Annual Meeting.

In late calendar year 2022, the City applied for $500,000 of Land and Water Conservation Fund grants to support the project. The application is currently pending.

The project is currently in the permitting phase. Pending receipt of grant funds, as well as bid pricing from the to-be-selected construction manager, construction is scheduled for late spring/early summer 2023.

Monkey Around Playground: The Parks & Recreation Department continues to work with the Friends of White Park on their fundraising efforts. In May 2022, the Friends held a cornhole tournament with food trucks to raise money for the playground replacement. On April 11, 2022, the City Council authorized the City Manager to apply for up to $400,000 of LWCF grants to support the project. A site visit with LWCF occurred on May 11, 2022. The project was selected to move into the grant application phase, and a formal grant application was submitted in December. The City will find out the status of its application by spring 2023.

Kiwanis Riverfront Park: City staff, working with the Recreation and Parks Advisory Committee, the Everett Arena Advisory Committee, Concord Crew, and the new Skate Board group have met regularly regarding possible new park amenities. In the FY 2023 Capital Improvement Program, there were funds approved for the "Visioning of the Kiwanis Riverfront Park down to Terrill Park." On January 19, 2023, the Department held the first visioning charette with just over 120 residents in attendance. There is a second public meeting for the visioning process scheduled for May 4, 2023.

GOAL 5. ENHANCED COMMUNITY EVENTS/ARTS

a) Promote Community Events with Community Partners: Community events continue to be shared through a variety of City channels, including the City Manager's newsletter and social media (Facebook, Twitter and Instagram). The City's Public Information Officer continues to work with the Greater Concord Chamber of Commerce and Intown Concord on coordinated community outreach.

In March 2023, the Public Information Officer joined the Intown Concord Board of Directors in the City seat to further strengthen the partnership with this organization. This seat had previously been vacant since 2021.

The Parks & Recreation Department began scheduling the parks in mid-February for use in 2023. The Department also started issuing permits for special events held in City parks. Some past special events have included: SouperFest, an Arts Market in Rollins Park, UNH Law School Graduation at White Park, several 5k road races, Making Strides at Memorial Field, and a Multicultural Festival at Keach Park. The Department also worked with Overcomers Refugee Services to host the first Umuganda Event at Keach Park on June 25, 2022.

The Police Department continues to foster its positive relationship with the community through a number of initiatives and events. Department staff work closely with the schools in both the Concord and Merrimack Valley School Districts. The D.A.R.E. Program continues to be presented in both school districts and the Department's School Resource Officers are actively involved at Concord High School, Merrimack Valley High School, and Merrimack Valley Middle School. The Community Services Officers stay in contact with Bishop Brady High School, Trinity Christian School, and St. John's Regional School as well. Officers have attended several lunch periods at the middle and elementary schools. The officers also have conducted several book readings with students. Additionally, Liberty, the Department's comfort dog, makes frequent visits to the schools throughout the city. Safety assessments continue to be conducted at several of the public and private schools. Recommendations have been made to the schools to help officers in accessing the schools during threatening events. These safety assessments will continue throughout the year.

Members of the Police Department have conducted active shooter trainings, as well as safety presentations, to businesses, schools and community groups. Members also presented fraud education classes to the elderly; and educational classes warning students about bullying, cyberbullying, and internet safety. The Department has presented several active shooter trainings for several of the Concord School District schools and its administrators. Members of the Police Department also assisted Concord Hospital with several active shooter trainings for hospital staff. These trainings will continue throughout the year.

The Police Department held one "Coffee with a Cop" event at Hannaford grocery store. The event was well attended by community members. This gave members of the community an opportunity to ask questions and get to personally know some of the officers working in their area of the city.

The Police Department works closely with the New American communities throughout the city. The Department continues to work with the New American leaders in an attempt to open communication and to plan for informational events with the Police Department. The Police Department continues to assist the New American Scholars with their "Students Helping Students" program. This program is designed to promote area high school students assisting and tutoring New American and refugee students who have recently settled in the Concord area. This program also extends beyond the classroom and assists in other areas of life which may be difficult for those new to the country. The Department has met with Ascentria Care Alliance, who wants to partner with the Police Department while resettling New Americans in the community.

The Police Department continues to participate with the Refugee Advisory Council. This group meets monthly. The Refugee Advisory Council helps ensure the coordination of services for refugees and immigrants, and raises awareness of issues that affect refugee and immigrant communities throughout New Hampshire.

Through the NH Highway Safety Community Outreach and Betterment grant, the Police Department is in the process of planning a driver safety educational training class for the elderly. This training will focus on roadway safety and driver education.

The Police Department held one R.A.D. (Rape Aggression Defense) class. The class was well attended.

The City of Concord participated in Intown Concord's Market Days. The Human Resources Department brought all current job openings for review, as well as job interest cards for those "shopping" for a new career. It was a great opportunity to be part of the celebration and provide information to Market Days attendees. Concord Public Library staff was also present and provided information on Library resources, temporary literary tattoos, and story times in the family area on the State House lawn.

Representatives from the City's Human Resources Department co-chaired two committees with the Human Resources Association of Greater Concord; one pertaining to Membership and one for Community Relations. The Community Relations committee is currently working on setting up virtual interviews for seniors at the Concord Regional Technical Center (CRTC) Program to give them a one on one interview with feedback before they graduate. This will occur in the second week of April 2023. The Human Resources Department has also participated in three virtual job fairs that NH Employment Security has hosted.

The Concord Public Library held several programs in City parks throughout the spring and summer of 2022, including story times and book discussions. The Library also hosted a summer concert series, with each concert being held at a different location throughout the city.

Library staff visited Abbot-Downing Elementary School for their 2022 Earth Day celebration, and participated in the Christa McAuliffe Elementary School's block party, providing library information and card sign-ups. The Head Start Socialization Group visited the Library weekly for story times.

Library staff were present at National Night Out, where they gave away free books for children, library information, and temporary literary tattoos; at the Multicultural Festival, where they signed patrons up for library cards, handed out library information, and provided a free craft for children; and at Intown Concord's Halloween Howl, with its ebike bookmobiles, and handing out candy and information about library resources.

The Library collaborated with the Parks & Recreation Department to bring its two ebike bookmobiles to programs hosted in the parks, such as the Soccer Jamboree and Flying High Dogs, both held at Keach Park. The Library also worked with Parks & Recreation and the Assistant City Planner for two Trails and Tales programs, with book discussions and hikes on City trails, one on Marjory Swope Trail and the other at Oak Hill.

The Library held several collaborative programs in the fall of 2022. These included a Signing Evening Storytime with Northeast Deaf and Hard of Hearing Services; Color a Smile, where young patrons participated in this national campaign to send "cheerful drawings" to seniors and military personnel overseas; co-hosted several book discussions with the Concord YMCA; hosted a Walk-In Wednesday with Granite VNA; and brought back Beat the Librarians Trivia Night at Lithermans Limited Brewery with the Bow Baker Free Library.

Library staff engaged with several community partners in the fall. The Library served as a drop box station for the Junior Service League's toiletry drive, as well as the snack pantry drive for Rundlett's Blue Duke Care Closet. Library staff also participated in an outreach day with the New Hampshire Human Rights Commission, providing other non-profit organizations with information and ways the Library can help assist them.

The Library continues to provide free programs for community members of all ages, which are promoted on its website and social media (Instagram, Facebook, Twitter), in the Library newsletter, in the City Manager's newsletter, and in the Concord Monitor and The Patch. Several Library programs are held in partnership with other organizations, such as Granite VNA, Soak Up the Rain New Hampshire, the NH Audubon Society, and NH Humanities.

GOAL 6. SUSTAINABILITY INITIATIVES

a) Energy: LED Street Lights: All street lights have been converted to LED. The Engineering Services Division is working with vendors on final billing, warranties and submission to Unitil for completion of on-bill financing. This project is anticipated to save the City in excess of $600,000 over the next ten years. Certain ornamental street lights, which were excluded from the project, such as those located on Loudon Road and the Manchester Street bridge, will be addressed in future capital improvement projects to be proposed by City Administration.

b) Diversity: The City continues to use CircaWorks for job postings that seek out underrepresented groups, including people of color, veterans, LGBTQ, and individuals with disabilities. The City's core team of Department Heads also participated in a four-hour training from the National League of Cities entitled "REAL RACIAL EQUITY TRAINING: Leading for Racial Equity." Additionally, the Human Resources Director attended the Diversity Workforce Coalition's Annual Diversity, Equity, and Inclusion event to learn more about allyship to include activism, advocacy, and acting as an accomplice in bringing about systemic change to the inequity and marginalization that exists in every organization.

c) Workforce & Housing (Homelessness): Over the past 24 months, the Penacook Landing multifamily development has added 34 units of workforce housing in downtown Penacook, and CATCH has added 42 units on Village Street. Penacook Landing Phase 2 started construction in October 2022 and is adding an additional 20 units for the community.

   Phase 1 of the Dakota Partners project on Langdon Avenue is currently under construction. The project will add 192 units of new housing, the majority of which will be affordable housing.

   CATCH Neighborhood Housing has secured development permits and financing commitments to develop 48 units of affordable housing on Sheep Davis Road.

   A private developer has secured development approvals and financing for 123 units of new housing on Pembroke Road, 84 of which will be affordable housing.

   In 2021, the City secured $386,242 in Community Development Block Grant funds to support the renovation of housing units owned or leased by Riverbend Community Mental Health. The project specifically involves properties located on Fayette Street and Pleasant Street. Said units are occupied by low-moderate income persons who are clients of Riverbend. In 2022, the City secured an additional $77,248 to assist this project. The project is currently under construction.

   The Concord Coalition to End Homelessness has been working diligently on its Housing First model, recently securing Zoning Board of Adjustment relief for a project at 120 Pleasant Street. The estimated cost of the project is $2.5 million. The project is currently underway.

   On January 11, 2023, City Council authorized the City Manager to apply for up to $500,000 of Community Development Block Grant funds to support the Coalition's planned acquisition and redevelopment of #6 South State Street into eight units of transitional housing for people exiting homelessness. The application was submitted at the end of January. Grant awards are typically announced in April.

d) Essex Hydro: An agreement was reached with Essex Hydro to enter into a long-term Net Metering Agreement for a portion of their renewable energy generation. The agreement received full approval by the Public Utilities Commission, and Net Metering began on June 1, 2022.

e) Renewable Energy: The City continues to work towards finding partners for renewable energy projects that are in the best interest of the City of Concord and will help achieve the City's renewable energy goals.

f) Trees, Urban Canopy: Two trees were planted at White Park on Arbor Day 2022. Five street trees were planted along the street frontage of Maple Grove Cemetery using budgeted funds from the Conservation budget.

The Tree Committee set up a booth at the Farmer's Market for three weeks in June 2022 to educate residents about proper tree planting locations and the Sustainable Tree Program.

The Tree Committee did a reconnaissance of the neighborhoods in Penacook slated for paving in 2023, and identified 31 potential tree planting locations. The General Services Department will review the locations to determine if they are feasible, and then the committee will start public outreach in Penacook, asking these residents if they are willing to plant a tree in their front yard. Four potential locations have been identified.

The General Services Department's Sustainable Tree Program received requests for 30 trees to be planted in 2023 and is taking orders for 2024.

GOAL 7. TRANSPORTATION

a) I-93, Storrs Street, Stickney Avenue: On August 9, 2022, the NH Department of Transportation (NHDOT), and their consultant, McFarland Johnson, presented a project update at a special Transportation Policy Advisory Committee (TPAC) meeting. The updates were inclusive of additional improvements, at the City's request, including improvements at Exit 13 (the Manchester Street intersection with Old Turnpike Road), partially restoring access to the Exit 14 northbound on-ramp, alternatives to expand the Merrimack River Greenway Trail through the project limits, exploring partial access at Stickney Avenue, and consideration of the proposed Storrs Street Extension Project and associated railroad realignment. TPAC continued to solicit public input and discussed all aspects of the project at subsequent meetings held on August 25, September 15, and September 29, 2022. On October 11, 2022, TPAC provided a report to City Council outlining its recommendations for the Bow-Concord Project. On October 11, 2022, the City Council received a presentation from the NHDOT concerning the project. On November 14, 2022, the City Council held a public hearing on the I-93 Bow-Concord Project. Related to said hearing, City Administration provided a staff report which discussed past planning initiatives relative to a "bridge park" and challenges associated therewith based on the State's current design for the Bow-Concord Project. On December 12, 2022, the City Council concluded its public hearing on the proposed Bow-Concord Project, and approved a draft letter to the State outlining the City's positions on various components related thereto. In accordance with City Council directive from its November 14, 2022 meeting, staff met on December 9, 2022, with the City's on-call engineering consultants to discuss scope of work for the "bridge park" project. Proposals were received on March 3, 2023. Review is ongoing.

b) Merrimack Valley Greenway Trail (MRGT): In March 2021, the City filed an application for TAP grant funds to support the development of a rail trail on a 1.9-mile section of the Northern Line between Sewalls Falls Road and the Town of Boscawen. PanAm Systems provided a letter of support for the City's application.

On July 7, 2021, the City entered into a Purchase and Sales Agreement with PanAm Systems/Northern Railroad for a 5.6+/- mile discontinued segment of the Northern Main Line, located between Horseshoe Pond Lane and the Contoocook River, as well as a 0.5 mile section of the Concord-Claremont Line located between Horseshoe Pond Lane and the Smokestack Center on McGuire Street.

On October 18, 2021, the NHDOT invoked the State's Right-of-First-Refusal (ROFR) for the Northern Line, in accordance with RSA 228:60-b. As such, the City's Purchase and Sales Agreement with PanAm automatically terminated upon the State's enactment of its ROFR. The State enacted its ROFR, as the Northern Line has been designated for a potential future high-speed rail corridor to connect Boston to Montreal. As such, the City and NHDOT entered into negotiations concerning a potential partnership between the City and the State, which would allow the MRGT to move forward while simultaneously protecting the State's interests relative to the high -speed rail corridor. These negotiations were successful and, on May 9, 2022, the City Council approved Resolution #9463, which authorizes the City Manager to enter into the Memorandum of Agreement (MOA) negotiated between the City and NHDOT. Said agreement will be presented to the Governor and Executive Council pending final negotiation of a Purchase and Sales Agreement between PanAm and the NHDOT. Upon execution of the MOA between the City and NHDOT, the NHDOT shall assign the Purchase and Sales Agreement to the City, following which the City shall complete its due diligence and acquire the property.

On June 1, 2022, PanAm was sold to CSX. In early 2023, CSX contacted the City about the status of the Purchase and Sales Agreement. Discussions with NHDOT, CSX and the City will resume while the transaction is ongoing.

Following completion of due diligence, the City terminated the Purchase and Sales Agreement for the Concord-Claremont Line on October 25, 2021 due to title concerns.

The "cornfield" section of the MRGT (approximately 4,000 feet from Loudon Road south towards Terrill Park) is currently under design and permitting. The City was awarded a Land and Water Conservation Fund (LWCF) grant to build this section of the trail from Loudon Road south along the Merrimack River. The LWCF grant was for an estimated $550,000 project and requires a 50% match ($275,000), which the Friends of the MRGT has indicated they will help fundraise for. Design and permitting for this section will be completed by spring 2023 with the goal of starting construction in summer/fall 2023.

In February 2022, the Friends of the MRGT, in partnership with the City, applied for an allocation of Community Development Investment Program tax credits from the NH Community Development Finance Authority for the portion of the project located between Terrill Park and Loudon Road. Unfortunately, the funding application was not successful. The Friends of the MRGT will continue efforts to raise the required match for the LWCF grant.

c) Airport Terminal: On January 27, 2022, the City held an Airport Listening Session where the consensus among the attendees was to move forward with a new terminal. At the February 24, 2022 Airport Advisory Committee meeting, the committee unanimously recommended the City Council authorize staff to apply for an FAA Airport Terminal Program grant. This program would provide potential funding for the relocation and construction of the Concord Municipal Airport's terminal building, with only a 5% match required. At the March 14, 2022 City Council meeting, the Council authorized the City Manager to apply for this grant. Unfortunately, the City's application was not successful. Pending City Council authorization, City Administration plans to reapply for these funds in the upcoming application round.

d) Sidewalks: Maintain/Recondition: The Planning Board continues to require sidewalks on most site plans. In instances where construction of a sidewalk may be premature (no connection within any reasonable distance), the Planning Board has instituted a "fee in lieu" policy. Under this approach, a fee commensurate with the cost to construct sidewalk would be assessed to applicants seeking site plan approval. The funds generated from this fee would be used to support City sidewalk construction in the future. To date, one project has been subject to this policy as a condition of approval. However, said project has not yet moved forward. When/If the project moves forward, and fees are collected, a resolution establishing this reserve in trust account will be submitted to City Council.

e) Projects: Langley Parkway, McKee Square

McKee Square (CIP #31): The McKee Square intersection improvement was approved in FY 2023 for a traffic assessment and design/engineering, and FY 2024 construction. Preliminary options for this work include a roundabout and a signal alternative. Staff will work with its engineering consultants on developing and scheduling meetings with the public and stakeholders. In addition, the City recently applied for a Congestion Mitigation and Air Quality (CMAQ) grant to support the project. The application is currently pending.

Langley Parkway (CIP #40): In accordance with the City Council's direction, as provided to City Administration during the adoption of the FY 2023 budget, this project has been removed from the City's Capital Improvement Program.

ONGOING INITIATIVE 1. FORMER TANNERY SITE/PARK

Updates about this project are addressed in Goal 2(c) and 4(b) of this report.

ONGOING INITIATIVE 2. ENHANCED NEIGHBORHOOD STREET PAVING PROGRAM

Continental Paving completed the FY 2022 paving project in November. The FY 2023 paving project bid was opened in late December 2022. GMI Asphalt was the low bidder, at budget, and was awarded the project. Letters for curb cost sharing went out in January 2023, with a tentative start date of early April, weather dependent.

ONGOING INITIATIVE 3. BRIDGES

The NHDOT agreed to add an additional $14 million in State bridge aid to the Loudon Road bridge project to accommodate a wider bridge with a 14' multi-use path. This renovated bridge will provide a critical connection for the Merrimack River Greenway Trail from east to west, and will also be safer for cyclists and pedestrians, as well as improve the angle of the bridge today as it intersects with Ft. Eddy Road. The City and NHDOT are planning to begin design work shortly.

The City also recently accepted $1.9 million in unrestricted one-time grant funds from the NHDOT for future bridge projects. Said funds were deposited into a reserve fund to support future bridge improvement projects.

ONGOING INITIATIVE 4. TECHNOLOGY INFRASTRUCTURE IMPROVEMENTS

The Information Technology (IT) Department supported the Wastewater and Water Treatment Plants in securing a $100,000 grant from the NH Department of Environmental Services related to the cybersecurity and access to control systems throughout the enterprise. This included working with the Federal Environmental Protection Agency on auditing and creating an action plan for calendar years 2022 and 2023 to improve securing and updating our access controls.

The IT Department's new Network Security Engineer has received the first round of network switches to replace our aging infrastructure. The deployment of the new infrastructure is on schedule to be completed by the beginning of 2024. Efforts continue to build and update new security policies.

The City's Munis migration from Logos New World Systems is officially complete. Energov, the permitting module, went live on August 22, 2022. The training for and migration to the Munis Tax module continues to go well. We expect to go live, as planned, in January 2024.

City Council

City Boards and Commissions

Board/Commission	# of Members
Ad-Hoc Beaver Meadow Building Committee	8
Ad-Hoc Committee to Review Fee Schedules	3
Ad-Hoc Committee to Review Outdoor Dining & Food Trucks	4
Ad-Hoc Gully Hill Road Committee	3
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	18
Community Development Advisory Committee	10
Concord Housing Authority	5
Conservation Commission	11
Conservation Commission – Trails Subcommittee	8
Conservation Commission - Tree Subcommittee	9
Contoocook River Local Advisory Committee	3
Demolition Review Committee	5
Design Review Committee	7
Diversity, Equity, Inclusion, Justice & Belonging Committee	3
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
Gas Holder Committee	3
Golf Course Advisory Committee	16
Heritage Commission	13
Joint City/School Committee on Cooperation	12
Library Board of Trustees	9
Licensing Board	3
Mask Ordinance Committee	3
New Hampshire Rail Transit Authority	1
North End Opportunity Corridor TIF District Advisory Board	7
Opportunity Corridor Policy Committee	4
Parking Committee	5
Penacook Village TIF District Advisory Board	7
Personnel Appeals Board	3

City Council

City Boards and Commissions (continued)

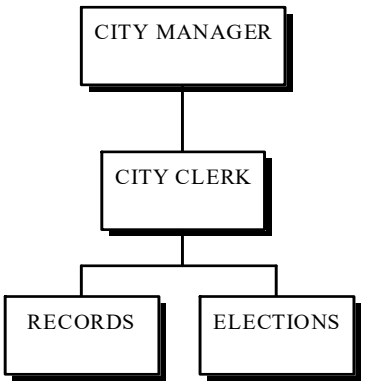
Board/Commission	# of Members
Planning Board	12
Poles & Wires Committee	3
Public Safety Board	14
Recreation & Parks Advisory Committee	14
Regional Planning Commission	4
Regional Utility Utilization Committee	3
Rules Committee	6
Sears Block TIF District Advisory Committee	6
Solid Waste Advisory Committee	14
State-Capitol Region Planning Commission	10
Tax Exemption Policy Committee	5
Taxicab Licensing Board	3
Technical Review Committee	4
TPAC – Bike & Pedestrian Subcommittee	5
TPAC – Public Transportation Subcommittee	4
Traffic Operations Committee	7
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	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Licenses	$32,961	$31,300	$31,300	$32,300	$33,300
Recording Fees	$14,045	$10,000	$10,000	$10,000	$10,000
Sundry Services	$63,466	$48,300	$48,300	$54,000	$49,300
Other Revenue	$150	$300	$300	$150	$150
School District Payments	$8,096	$5,000	$5,000	$8,970	$5,000
Total Revenue	**$118,717**	**$94,900**	**$94,900**	**$105,420**	**$97,750**
Expense					
Full Time	$272,522	$300,613	$300,613	$303,540	$328,274
Part Time	$13,879	$49,020	$49,020	$34,700	$65,700
Temporary	$9,112	$10,880	$10,880	$11,470	$43,520
Overtime	$1,375	$5,600	$5,600	$8,500	$12,630
Allowance	$1,200	$1,200	$1,200	$950	$1,200
Retirement	$38,313	$43,086	$43,086	$43,330	$46,126
FICA	$20,912	$24,009	$24,009	$24,190	$29,024
Beneflex	$53,225	$75,934	$75,934	$62,930	$70,325
Worker's Compensation	$399	$354	$354	$360	$470
Unemployment Insurance	$143	$154	$154	$170	$140
Professional Development	$558	$635	$635	$635	$4,540
Business Expense	$0	$200	$200	$50	$200
Software/Hardware Maintenance	$15,104	$9,325	$9,325	$6,700	$9,850
Advertising	$226	$700	$700	$350	$700
Rent	$3,413	$12,310	$12,310	$12,000	$7,680
Communications	$417	$490	$490	$490	$420
Postage	$4,502	$15,715	$15,715	$9,975	$10,975
Office Supplies	$15,415	$20,850	$20,636	$14,000	$25,650
Liability Insurance	$2,420	$3,106	$3,106	$3,110	$2,580
Total Expense	**$453,135**	**$574,181**	**$573,967**	**$537,450**	**$660,003**

City Clerk

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Birth Certificates Issued	2,512	2,958	3,025	2,832
2. Marriage Certificates Issued	976	1,403	1,441	1,273
3. Death Certificates Issued	4,263	5,346	5,287	4,965
4. Divorce Records Issued	238	263	242	248
5. Marriage Licenses Issued	319	417	408	381
6. Marriage Ceremonies Performed	10	32	111	105
7. Dog Licenses Issued	5,127	5,223	5,851	5,433
8. Notice of Intent to Issue Summons	*0	31	30	25
9. Voter Registrations Processed	3,862	338	3,538	3,400
10. Absentee Ballots Cast	11,173	145	2,198	4,000
11. Average Number of Ballots Cast	34,693	4,021	26,183	21,000

*Suspended in FY 2021 due to COVID-19

2024 Goals

1. Relocate Ward One and Ward Three polling locations within the City. Notify all residents within the City, via a postcard mailing, inserts in water bills and social media posts of their new polling locations.
2. Hold numerous voter registration fairs within the City.
3. Hold numerous election official training sessions prior to the November 2023 Municipal Election and the Presidential Primary Election.

2023 Goals Status

1. Finalize the relocation of the Ward One, Ward Four and Ward Five polling locations within the City. Notify all residents within the City, via a postcard mailing, of their new polling locations, including those that have polling location changes as a result of 2021 redistricting ward line changes.
   9-Month Status: Polling locations within Wards Four and Five were successfully relocated in follow-up to 2021 redistricting within the City. Residents within those wards, as well as residents throughout the community that had polling location changes, were notified via a postcard mailing, as well as notification on municipal water bills and social media outlets. Wards One and Three will be relocated during FY 2024.

2. Ensure staff members continue to participate in all trainings relevant to the Clerk's office to ensure efficiencies in customer service and office responsibilities.
   9-Month Status: Two members of the City Clerk's Office have worked for the City for less than two years. This goal is ongoing. Staff members have taken advantage of relevant training sessions.

3. Hold numerous voter registration fairs within the City.
   9-Month Status: Voter registration fairs were held at various locations within the City in an effort to assist those residents wishing to register to vote that were unable to easily get to the Clerk's Office and/or the polls on Election Day.

4. Hold numerous election official training sessions prior to the September State Primary Election and the November State General Election
   9-Month Status: Numerous training sessions, both in person and electronic, were held by the City Clerk's Office and the Secretary of State's Office ensuring successful Election Days at polling locations throughout the City.

5. Focus on records management efficiencies to maximize storage and staff workflow.
   9-Month Status: Staff remains committed to improved records management processes and applications. Minimal progress has been made on this goal within FY 2023. Staffing shortages and new staff training affected progress.

General Overhead

Revenue	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Transfers					
Transfer In - Trust	$986	$0	$94,000	$94,000	$84,190
Transfer In - Inspection	$1,890	$0	$0	$0	$0
Transfer In - Parking	$97,940	$157,940	$157,940	$157,940	$157,940
Transfer In - Airport	$35,221	$37,120	$37,120	$37,120	$35,589
Transfer In - Conserv Prop	$34,000	$26,000	$26,000	$26,000	$55,000
Transfer In - Impact Fee	$165,037	$138,323	$138,323	$138,323	$0
Transfer In - Grts & Donations	$1,185,233	$945,300	$945,300	$945,300	$899,990
Transfer In - Golf	$0	$111,360	$111,360	$111,360	$120,398
Transfer In - Arena	$53,024	$56,186	$56,186	$56,186	$61,448
Transfer In - NEOCTIF	$44,780	$45,228	$45,228	$45,228	$45,680
Transfer In - Sears Block TIF	$404,360	$394,575	$394,575	$394,575	$385,830
Transfer In - Penacook TIF	$1,770	$5,000	$5,000	$5,000	$5,050
Transfer In - Water	$537,137	$549,613	$549,613	$549,613	$576,074
Transfer In - Wastewater	$671,370	$711,195	$711,195	$711,195	$785,824
Subtotal	**$3,232,748**	**$3,177,840**	**$3,271,840**	**$3,271,840**	**$3,213,013**
Special Programs					
Cable TV Franchise	$834,375	$829,600	$829,600	$835,360	$834,500
Transfer In - Trust	$165,000	$175,000	$175,000	$85,000	$325,000
Subtotal	**$999,375**	**$1,004,600**	**$1,004,600**	**$920,360**	**$1,159,500**
Risk and Insurance					
Retiree Health Insurance	$1,378,441	$1,409,800	$1,409,800	$1,454,560	$1,461,890
Insurance Dist and Credits	$321,824	$0	$0	$111,800	$0
Subtotal	**$1,700,265**	**$1,409,800**	**$1,409,800**	**$1,566,360**	**$1,461,890**
Social Service Agencies					
Donations	$27,125	$14,000	$14,000	$14,000	$14,000
Subtotal	**$27,125**	**$14,000**	**$14,000**	**$14,000**	**$14,000**
Total Revenue	**$5,959,514**	**$5,606,240**	**$5,700,240**	**$5,772,560**	**$5,848,403**

General Overhead

Expense	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Transfers					
Transfer Out - Trust	$3,026,157	$1,254,281	$4,363,991	$4,364,000	$1,372,191
Transfer Out - Inspection	$87,300	$0	$0	$0	$0
Transfer Out - Parking	$51,221	$54,295	$54,295	$54,295	$56,643
Transfer Out - Gen Cap Proj	$268,790	$529,750	$1,270,752	$1,270,760	$586,000
Subtotal	**$3,433,468**	**$1,838,326**	**$5,689,038**	**$5,689,055**	**$2,014,834**
Special Programs					
Special Programs	$374,557	$381,330	$381,330	$381,330	$379,638
Subtotal	**$374,557**	**$381,330**	**$381,330**	**$381,330**	**$379,638**
Debt Service					
Bond Costs	$54,665	$63,700	$63,700	$50,000	$63,700
Principal	$5,731,176	$5,726,772	$5,726,772	$5,726,772	$5,819,770
Interest	$1,865,184	$1,716,474	$1,716,474	$1,716,470	$1,743,200
Subtotal	**$7,651,024**	**$7,506,946**	**$7,506,946**	**$7,493,242**	**$7,626,670**
Risk and Insurance					
Retiree Health	$2,333,415	$2,459,670	$2,459,670	$2,456,940	$2,491,660
Professional Services	$0	$5,000	$5,000	$0	$5,000
Insurance Deductible	$10,109	$15,000	$15,000	$15,000	$15,000
Subtotal	**$2,343,524**	**$2,479,670**	**$2,479,670**	**$2,471,940**	**$2,511,660**
Contingency					
Contingency	$0	$100,000	$100,000	$0	$100,000
Subtotal	**$0**	**$100,000**	**$100,000**	**$0**	**$100,000**
Comp Adjustment					
Full Time	$0	$654,700	$654,700	$0	$734,600
Subtotal	**$0**	**$654,700**	**$654,700**	**$0**	**$734,600**
Street Lighting					
Electricity	$495,902	$529,450	$529,450	$500,000	$564,284
Subtotal	**$495,902**	**$529,450**	**$529,450**	**$500,000**	**$564,284**
Social Service Agencies					
Special Programs	$323,780	$329,430	$329,430	$329,430	$306,930
Subtotal	**$323,780**	**$329,430**	**$329,430**	**$329,430**	**$306,930**
Total Expense	**$14,622,255**	**$13,819,852**	**$17,670,564**	**$16,864,997**	**$14,238,616**

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	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Concord Community Television	$321,310	$312,830	$312,830	$312,830	$314,638
Arts	$2,247	$7,500	$7,500	$7,500	$0
Holiday Celebrations	$6,000	$6,000	$6,000	$6,000	$10,000
Intown Concord	$20,000	$30,000	$30,000	$30,000	$30,000
SPCA	$25,000	$25,000	$25,000	$25,000	$25,000
Total Expense	**$374,557**	**$381,330**	**$381,330**	**$381,330**	**$379,638**

Social Service Agencies	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Community Action Program	$17,710	$17,710	$17,710	$17,710	$17,710
Concord Area Transit (CAT)	$165,350	$171,000	$171,000	$171,000	$171,000
Crisis Center of Central NH	$12,500	$12,500	$12,500	$12,500	$0
C.C to End Homelessness	$30,000	$40,000	$40,000	$40,000	$40,000
Edna McKenna House	$31,220	$31,220	$31,220	$31,220	$31,220
Friendly Kitchen	$0	$10,000	$10,000	$10,000	$0
Friends Program	$57,000	$47,000	$47,000	$47,000	$47,000
Penacook Community Center	$10,000	$0	$0	$0	$0
Total Expense	**$323,780**	**$329,430**	**$329,430**	**$329,430**	**$306,930**

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 trusts to cover selected General Fund expenditures. For Fiscal Year 2024, the budget includes a transfer of $899,990 from ARPA funding to support General Fund wages and other operational expenses.

Transfers (Expense)
Reflects transfers to various funds, to include trust funds, reserve funds (for which a portion of the Highway Block Grant revenues are transferred for paving) and capital project funds for various projects. Also includes transfer to funds from which the General fund may receive services.

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. Funding for Intown Concord is recommended to be level for Fiscal Year 2024.

Cable TV Franchise/System
Funding for Concord TV for Fiscal Year 2024 is based on a percentage of projected revenues plus the capital portion of the franchise agreement revenue. Funding is increased by $1,808 for Fiscal Year 2024.

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.

Pope Memorial SPCA
Funding for the Pope Memorial Society for the Prevention of Cruelty to Animals (SPCA) is recommended to be level for Fiscal Year 2024. The Pope Memorial SPCA is a private organization that provides a variety of programs and services in Concord, one of which would need to be funded as animal control in the Police Department budget at a higher cost than what is paid to the SPCA.

Debt Service

Debt Service
Includes all General Fund bond costs, interest expense, 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 budgeted to be received in Fiscal Year 2024

Retiree Health Insurance
Expenses are for the full cost of health insurance for retired employees, participating. Off-setting revenues are NHRS subsidy for retirees (for eligible retirees) and the retiree share of health insurance (directly from retirees).

Insurance Deductible & Reserve
Represents deductible amounts for auto and property/liability claims.

General Overhead

Professional Services
Funding is provided for deductibles and small uninsured claims that arise during the year.

Contingency

Contingency
This account is used to allocate funds for unexpected occurrences including City Council use, over-expenditures for winter operations, Welfare, or other extraordinary expenses not included in the adopted budget. This account is level funded for Fiscal Year 2024.

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 and an includes on-bill financing repayment to Unitil.

Social Service Agencies

Community Action Program – Belknap/Merrimack County Area Center
Agency requested $25,000 for Fiscal Year 2024. Level funding in the amount of $17,710 is recommended for Fiscal Year 2024.

Concord Area Transit (CAT)/Public Transportation
Agency requested $191,000 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. Level funding in the amount of $171,000 is recommended for Fiscal Year 2024.

Crisis Center of Central NH
Agency did not submit a funding application for Fiscal Year 2024.

Concord Coalition to End Homelessness
Agency requested $42,000 for Fiscal Year 2024, which is $2,000 more than Fiscal Year 2023. Level funding in the amount of $40,000 is recommended for Fiscal Year 2024.

Salvation Army/McKenna House
Agency requested $40,000 for Fiscal Year 2024. Level funding in the amount of $31,220 is recommended for Fiscal Year 2024.

Friendly Kitchen
Funding for the Friendly Kitchen in Fiscal Year 2023 was for only one year.

Friends Program
Funding for the Friends Program is recommended to be level for Fiscal Year 2024.

Penacook Community Center
Fiscal Year 2022 was the last year of funding for this organization.

Public Safety

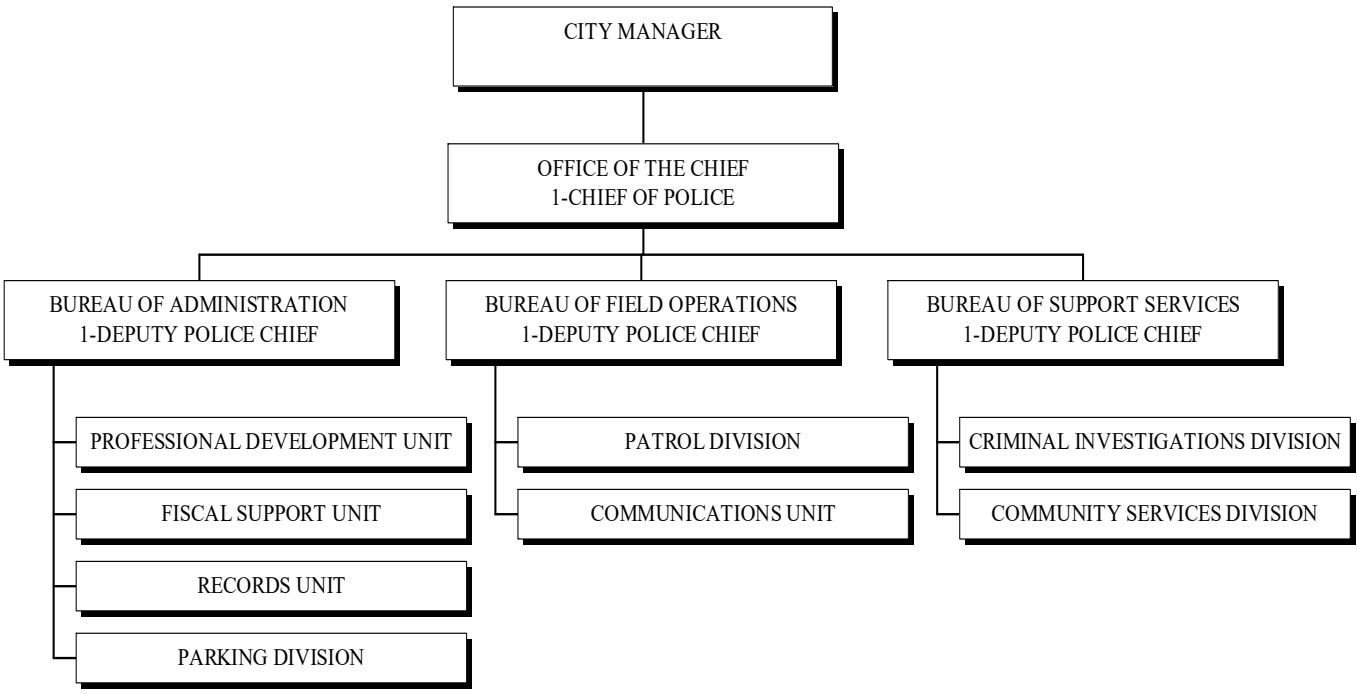
	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Police	$962,337	$612,810	$612,810	$722,040	$611,883
Fire	$3,715,836	$3,241,376	$3,241,376	$3,713,496	$3,513,368
Total Revenue	**$4,678,173**	**$3,854,186**	**$3,854,186**	**$4,435,536**	**$4,125,251**
Expense					
Police	$14,669,727	$15,017,448	$15,015,271	$14,722,344	$15,602,098
Fire	$15,781,638	$16,454,166	$16,471,365	$16,972,573	$16,628,235
Total Expense	**$30,451,365**	**$31,471,615**	**$31,486,637**	**$31,694,917**	**$32,230,333**

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	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
* Parking Penalties	$57,495	$0	$0	$0	$0
False Alarm Penalties	$35,190	$30,000	$30,000	$30,000	$32,500
Other Permits	$2,575	$2,500	$2,500	$2,500	$2,500
Reports, Prints, and Copies	$100	$50	$50	$85	$50
Special Duty Services	$473,530	$260,000	$260,000	$225,000	$250,000
Police Patrol Servics	$2,910	$6,400	$6,400	$1,200	$3,600
Cruiser Rental Fee	$82,877	$30,000	$30,000	$26,500	$26,500
Police Witness Fees	$30	$0	$0	$0	$0
Other Revenue	$23,332	$5,000	$5,000	$7,000	$5,000
Other Gov Agencies - State	$3,760	$0	$0	$180,530	$0
Drug Forfeiture or Restitution	$7,452	$7,000	$7,000	$4,000	$5,000
School District Payments	$264,085	$271,860	$271,860	$245,225	$286,733
Transfer In - Trust	$9,000	$0	$0	$0	$0
Total Revenue	**$962,337**	**$612,810**	**$612,810**	**$722,040**	**$611,883**

* Starting in FY 2023, all non-meter parking penalties accrue to the Parking Division.

Police

	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Full Time	$7,361,328	$7,902,747	$7,902,747	$7,134,680	$8,290,996
Part Time	$132,041	$153,432	$153,432	$135,460	$157,138
Temporary	$46,243	$10,040	$10,040	$51,750	$11,230
Overtime	$1,257,385	$675,900	$675,900	$1,399,070	$708,031
Holiday	$139,421	$152,133	$152,133	$137,520	$171,590
Allowance	$15,640	$19,470	$19,470	$19,470	$19,470
Retirement	$2,746,512	$2,786,191	$2,786,191	$2,712,770	$2,680,462
FICA	$182,386	$182,592	$182,592	$195,690	$196,717
Beneflex	$1,926,633	$2,136,522	$2,136,522	$1,899,560	$2,276,837
Worker's Compensation	$97,163	$97,688	$97,688	$97,570	$118,690
Unemployment Insurance	$4,011	$4,201	$4,201	$4,210	$3,895
Professional Development	$48,399	$74,745	$74,745	$74,745	$87,665
Business Expense	$3,856	$850	$850	$3,500	$850
Repairs and Maintenance	$4,219	$7,600	$7,600	$7,600	$9,350
Professional Services	$78,442	$116,400	$116,400	$136,400	$134,980
Software/Hardware Maintenance	$74,902	$97,620	$97,620	$97,620	$97,620
Rent	$23,003	$26,310	$26,310	$30,500	$25,950
Communications	$48,961	$51,733	$51,733	$51,700	$52,220
Postage	$1,863	$1,400	$1,400	$1,400	$1,500
Office Supplies	$31,116	$33,500	$26,523	$33,500	$35,000
Building Supplies	$23,303	$1,000	$1,000	$1,000	$1,300
Uniforms	$100,510	$128,350	$133,150	$140,000	$141,285
Vehicle Fuel	$106,548	$129,159	$129,159	$129,159	$125,502
Electricity	$60,145	$59,760	$59,760	$59,000	$75,000
Natural Gas and Propane	$7,912	$8,300	$8,300	$8,700	$8,970
Water and Wastewater	$3,609	$3,900	$3,900	$3,870	$3,590
Property and Auto Insurance	$2,745	$3,000	$3,000	$3,000	$3,090
Liability Insurance	$141,430	$152,904	$152,904	$152,900	$163,170
Total Expense	**$14,669,727**	**$15,017,448**	**$15,015,271**	**$14,722,344**	**$15,602,098**

Police

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Total Calls for Service	45,137	53,441	52,000	53,000
2. Total Crimes Against Persons	1,406	1,319	1,400	1,400
3. Total Property Crimes	1,691	1,601	1,500	1,600
4. Total Crimes Against Society	1,239	1,489	1,430	1,400
5. Total State Reportable Traffic Accidents	1,037	1,252	1,250	1,250
6. Total Traffic Fatalities	2	2	1	0
7. Total Traffic Summonses Issued	2,060	2,308	1,700	2,000
8. Total DWI Arrests	159	225	150	175
9. Total Drug Abuse Violations (Persons Arrested)	197	214	200	220
10. Total Drug Related Charges	336	397	400	440
11. Total Custodial Arrests:				
-Persons Arrested	2,496	2,888	2,800	2,800
-Number of Charges	4,402	5,043	5,000	5,000
12. Total (Part I Violent) Arrests	36	25	20	25
13. Total Sexual Assaults Reported	112	80	95	100
14. Total Domestic Violence Related Cases	692	532	580	600
-Domestic Violence Related Arrests	354	305	315	325
-Domestic Violence Protective Orders	332	322	300	320

2024 Goals

1. 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. Continue with the development and implementation of strategies to expand training opportunities for Department staff with particular emphasis focused on the recommendations made by the L.E.A.C.T. Commission, as well as training centered on Officer Wellness and Crisis Intervention and Stress Management (CSIM).
2. Continue efforts to work collaboratively with other community stakeholders in developing strategies for dealing with individuals in crisis related to mental health, addiction and homelessness. 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, such as the Doorway at Concord and the Concord Coalition to End Homelessness. Provide ongoing training to Department personnel on crisis intervention strategies and foster the development and effectiveness of the Department's Crisis Intervention Team and CISM efforts.
3. 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 groups and businesses.
4. Continue efforts to develop and implement a plan for the construction of a new Police Headquarters or renovation of the current facility based upon project studies and feedback from City Administration and City Council.
5. Continue to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate departmental efforts with other community stakeholders, as well as federal, state, and local law enforcement agencies and the court system. Seek out available grant funding to improve the Department's response to the illegal drug epidemic. Assess departmental staffing to ensure resources are most effectively deployed in this effort.
6. Continue efforts to identify specialized trainings for law enforcement to reinforce and enhance existing skills and competencies so that employees work more efficiently and productively. These investments in our staff will build expertise and aid the Department in succession planning.

Police

2023 Goals Status

1. 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.
   9-Month Status: The Police Department continues its involvement in a number of initiatives designed to further its relationship with the community. As part of these initiatives, the Department has hosted and participated in numerous community meetings with multiple organizations throughout the city. The Department has stayed involved with the New American community, and continues to work with the Refugee Advisory Council. The Department participated in public safety planning for the Multicultural Festival in September 2022. This event was very successful and had an outstanding turnout of attendees.

   The Police Department has also participated in several other programs to help promote community interaction with both children and adults. In December of 2022, with the assistance of The Bean and Bakery, the Department hosted its most recent "Coffee with a Cop." These highly successful events offer an opportunity for community members to interact with the City's police officers in a relaxed atmosphere.

   The Police Department continues to offer Rape Aggression Defense (RAD) classes. We currently have six certified instructors for the RAD Program, which 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. Members of the Department conducted 14 RAD classes in the last nine months.

   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. The Department also conducted 17 safety presentations for local businesses and organizations, as well as fraud education presentations for seniors.

   The Police Department continues to successfully utilize its Comfort Dog, Liberty. Liberty 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 assisted during interviews of traumatized children at the Merrimack County Advocacy Center. Liberty has made appearances at schools, such as Penacook Elementary, Loudon Elementary, Merrimack Valley Middle School and High School, Concord High School, Christa McAuliffe Elementary, Beaver Meadow, Mill Brook School, and Abbot Downing Elementary. Liberty has also made weekly appearances at Concord Hospital. She has participated in many social and community events throughout the City and has a large following of supporters. Liberty has also been requested to appear at several recent tragic events that have occurred outside of Concord.

   The Police Department has been extremely active in all of the schools throughout the City to include both public and private schools. The Department currently has seven 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. Currently, D.A.R.E. classes are taught in the Concord schools, Penacook Elementary School, and St. John's Regional School. The Department has conducted a total of 34 D.A.R.E. classes.

   Members of the Police Department have been very active conducting security assessments of various businesses and organizations in Concord. During this rating period, we have conducted 35 security assessments in an effort to make these organizations safer.

   The Department's Adverse Childhood Experience Response Team (ACERT) continues to provide a vital resource to the community. 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 or other trauma. 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. During the first nine months of FY 2023, ACERT made 169 home visits. This is down from last year due to staffing; however, the Department is fully committed to this program.

In August 2022, the Department hosted its largest community event of the year. The National Night Out yearly event was again held at Rollins Park and is one of Concord's largest community events. It is estimated that several thousand people attended. The event is centered around public safety and was attended by local and state law enforcement along with the Concord Fire Department and other groups who promote safe communities.

In September 2022, the Department partnered with the NH Food Bank, along with the generous assistance of Hannaford's, Market Basket, and Shaw's supermarkets, to collect food and donations for those less fortunate, referred to as Stuff a Cruiser. Additionally, in October 2022, the Department participated in the Halloween Howl event on Main Street, where police officers handed out candy and interacted with community members during the event.

The Police Department is committed to participating in these types of initiatives and continuing to foster the positive relationship between the Department and the community. The success of the Police Department in providing the safest community possible is dependent upon this cooperative effort between the Department and the community as a whole.

2. Continue to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate departmental efforts with other community stakeholders, as well as federal, state, and local law enforcement agencies and the court system. Seek out available grant funding to improve the Department's response to the illegal drug epidemic. Assess Departmental staffing to ensure resources are most effectively deployed in this effort.
   9-Month Status: The Police Department continues to take an aggressive stance in combatting illegal drug issues facing the City. The Department has maintained an investigator who is embedded with the NH State Police - Narcotics Investigation Unit. Investigators assigned to this position work collaboratively in illegal drug investigations and also 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 systems.

   During the fall of 2022, the Department was awarded $45,000 in grant funding through the NH Department of Safety - Law Enforcement Opioid Abuse Reduction Initiative. These funds were designated to cover overtime costs associated with implementing enhanced strategies focused on addressing the illegal drug/opioid crisis facing the City. The Department will continue to seek out future grant funding opportunities focused on addressing illegal drug activity in the community as they become available. The Department also continuously assesses personal assignments and initiatives to most effectively address illegal drug usage in the city.

   During the first three quarters of FY 2023, the Department arrested 149 individuals on illegal drug related charges. The most significant investigation involved an arrest related to the largest Fentanyl drug seizure in the history of the Concord Police Department. Based on a lethal dose of two milligrams per dose, more than 500,000 lethal doses of Fentanyl were removed from the City of Concord from this one investigation.

   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 quarters of FY 2023, over 472 pounds of prescription drugs have been turned in by members of the community. This was significantly up from the 200 pounds recovered during the prior fiscal year. The Department also continues to participate in the United States Drug Enforcement Administration's National Drug Take Back Days.

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 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 and Crisis Intervention and Stress Management (CISM) efforts.
   9-Month Status: The Concord Police Department continues to work closely with Riverbend in an attempt to help assist individuals suffering a mental or behavioral health crisis. The Department participates in monthly First Responders collaborative meetings with Riverbend. These meetings include representatives from the Concord Police Department, the Concord Fire Department, and Riverbend. This group discusses ways to improve the services provided to those dealing with mental health issues.

   The Department continues to effectively utilize the Mobile Crisis Unit in assisting those experiencing a mental health crisis. The Mobile Crisis Unit model is continuing to evolve. It is now being overseen and administered through Beacon Health Options. Beacon handles all dispatching responsibilities, as well as oversight of the Mobile Crisis Unit responses. The Department is currently working with both Beacon Health Options and Riverbend Community Mental Health on ways to improve these services to our community.

   Since the beginning of FY 2023, the Concord Police Department has responded to 395 mental health related calls for service. This is a significant increase from the 226 mental health related calls handled during the same time period of FY 2022. The vast majority of these calls for service deal with individuals with ongoing mental health issues.

   The Department continues to utilize Riverbend's 40 Pleasant Street location to help assist those dealing with a mental health crisis. The use of the 40 Pleasant Street facility lessens the impact on Concord Hospital in treating mental health crises and is a more effective and efficient option for those receiving services.

   Concord Police Department personnel continue to participate in mental health training throughout the year. This training assists officers when dealing with individuals suffering a mental or behavioral health crisis. This fiscal year, the Department has made significant gains in Crisis Intervention Officers (CIT) training. Ten additional officers were training in CIT during the first nine months of FY 2023. We currently have six trained Critical Incident Stress Management (CISM) personnel and will be adding more officers to the team in the remainder of the fiscal year.

   The Concord Police Department also continues to utilize Riverbend's "The Doorway at Concord" program. The "Doorway at Concord" is a partnership between Concord Hospital and Riverbend Community Mental Health. It is one of nine partnerships throughout New Hampshire that has been established as part of the State's Hub and Spoke strategy to address the opioid crisis. The Department refers those wishing to seek help to "The Doorway at Concord" program.

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. Continue with the development and implementation of strategies to expand training opportunities for Department staff with particular emphasis focused on the recommendations made by the L.E.A.C.T. Commission, as well as training centered on Officer Wellness and CISM.
   9-Month Status: The Concord Police Department is struggling to maintain staffing. Over the first nine months of FY 2023, 13 staff members left the Department. Seven sworn members left the Department to pursue employment with other police agencies (NH State Police, Hanover Police Department, Chichester Police Department, and Boston University Police); four sworn members left law enforcement for employment in another profession; one sworn member left employment due to a normal retirement; and one sworn member resigned during an internal affairs investigation.

The Department continues to analyze its recruitment process in an effort to attract highly qualified candidates. The Department uses social media, along with in-person methods, to attract qualified candidates; however, the law enforcement candidate pool is very limited across the nation. In the first nine months of FY 2023, we were able to hire six new police officers and we have several candidates in our recruitment process, which will be hired prior to the end of FY 2023.

Despite our staffing challenges, the Department has expanded training opportunities and logged approximately 500 hours of combined training specific to Ethics, De-escalation, and Implicit Bias, in keeping with recommendations from the L.E.A.C.T. Commission. The Department has logged an additional 567 hours related to Officer Wellness, Crisis Intervention and Stress Management (CIT/CISM). Additional trainings are planned for the remainder of the fiscal year.

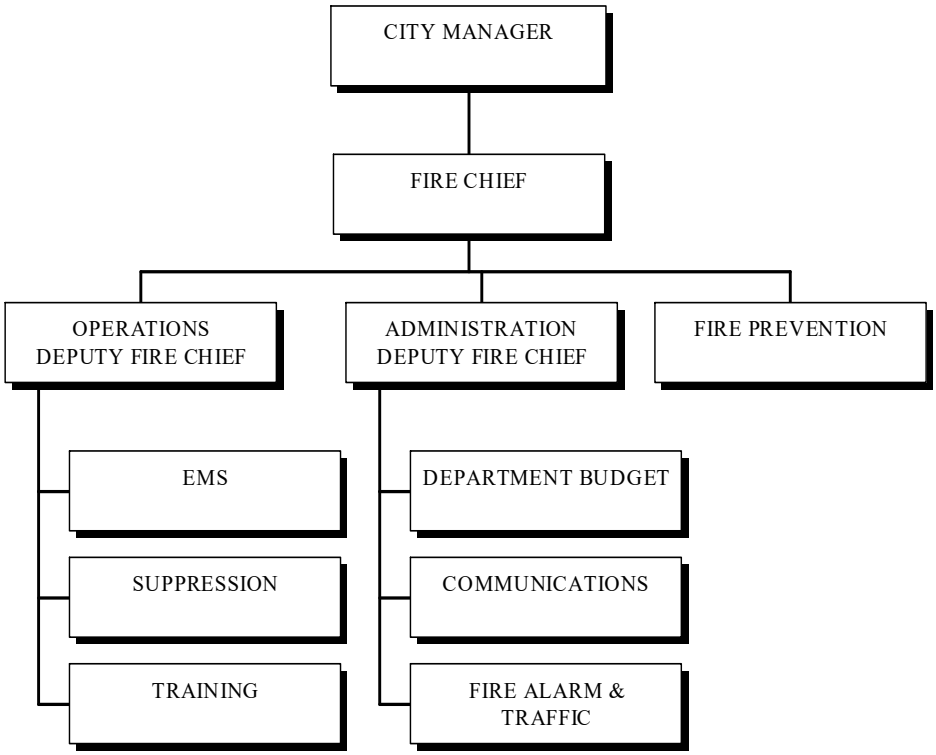
5. Continue efforts to develop and implement a plan for the construction of a new Police Headquarters or renovation of the current facility based upon project studies and feedback from City Administration and City Council.
   9-Month Status: The Concord Police Department underwent a Building Assessment at the end FY 2023. Many building deficiencies, safety issues, and spatial needs, both short and long term, were identified. The assessment outlined possible options to include a remodel of the existing building or the construction of a new facility at a new location. The current police station is nearly 50 years old and does not meet the needs of a modern professional police department. Currently, many of the building's mechanical systems need repair or replacement. We have worked collaboratively with the City's Public Properties Division to prioritize the work to the building to address failing components. The Police Department Command Staff is waiting on feedback from City Administration and City Council. The Command Staff is fully committed to this project.

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, rescue, 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.

4. Coordinate the Emergency Management functions for the City, to include planning, drills, EOC operations, and Public Assistance funds management.

Fire

Budget Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
False Alarm Penalties	$5,970	$8,000	$8,000	$8,000	$8,000
Court Ordered Payments	$0	$0	$0	$700	$700
Fire Prevention Permits	$88,019	$85,245	$85,245	$85,000	$84,905
Reports, Prints, and Copies	$647	$900	$900	$360	$0
Application Fees	$26,975	$23,400	$23,400	$30,000	$25,480
Special Duty Services	$32,497	$12,500	$12,500	$13,985	$12,500
Ambulance Charges	$2,372,065	$2,148,300	$2,148,300	$2,400,000	$2,400,000
Alarm Boxes	$221,708	$226,480	$226,480	$226,675	$244,285
Rental Income	$30,555	$31,551	$31,551	$31,551	$32,498
Other Revenue	$37,530	$20,000	$20,000	$20,000	$20,000
Other Gov Agencies - Federal	$99,040	$0	$0	$28,466	$0
Other Gov Agencies - State	$220,248	$125,000	$125,000	$308,759	$125,000
Other Gov Agencies - Local	$580,582	$560,000	$560,000	$560,000	$560,000
Total Revenue	**$3,715,836**	**$3,241,376**	**$3,241,376**	**$3,713,496**	**$3,513,368**

Fire

	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Full Time	$7,134,333	$7,531,637	$7,531,637	$7,412,766	$7,577,820
Temporary	$18,936	$9,011	$9,011	$25,000	$0
Overtime	$1,678,794	$1,478,073	$1,478,073	$2,024,541	$1,499,988
Holiday	$293,960	$355,615	$355,615	$355,615	$368,969
Allowance	$6,600	$6,750	$6,750	$6,750	$6,750
Retirement	$2,840,930	$2,914,777	$2,914,777	$2,914,777	$2,693,924
FICA	$185,035	$189,505	$189,505	$189,505	$218,937
Beneflex	$2,400,599	$2,577,812	$2,577,812	$2,577,812	$2,733,330
Worker's Compensation	$330,634	$396,101	$396,101	$396,101	$402,540
Unemployment Insurance	$3,627	$3,727	$3,727	$3,727	$3,640
Professional Development	$28,816	$38,760	$38,760	$39,390	$63,160
Repairs and Maintenance	$64,906	$98,650	$98,650	$103,600	$103,915
Professional Services	$149,310	$140,958	$140,958	$161,374	$166,498
Software/Hardware Maintenance	$37,823	$62,630	$62,630	$65,673	$74,996
Communications	$19,567	$21,756	$21,756	$21,700	$21,820
Postage	$458	$750	$750	$750	$750
Office Supplies	$9,490	$13,850	$12,549	$13,850	$13,900
Library Books and Materials	$8,496	$5,000	$5,000	$5,000	$5,000
Departmental Supplies	$126,509	$119,400	$120,400	$120,902	$140,875
Building Supplies	$25,726	$25,085	$42,585	$42,639	$37,670
Uniforms	$75,431	$75,141	$75,141	$75,141	$75,141
Chemicals	$2,970	$3,000	$3,000	$3,000	$3,000
Vehicle Fuel	$86,022	$116,868	$116,868	$132,600	$117,915
Electricity	$113,408	$116,320	$116,320	$118,680	$138,000
Natural Gas and Propane	$41,748	$38,203	$38,203	$40,000	$41,490
Water and Wastewater	$22,219	$20,560	$20,560	$24,970	$22,756
Property and Auto Insurance	$7,950	$8,600	$8,600	$8,600	$8,890
Liability Insurance	$64,710	$78,128	$78,128	$78,130	$79,060
Capital Outlay - GL	$2,632	$7,500	$7,500	$9,980	$7,500
Total Expense	**$15,781,638**	**$16,454,166**	**$16,471,365**	**$16,972,573**	**$16,628,235**

Fire

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Total Emergency Calls for Service	9,335	10,147	10,855	11,100
EMS Calls – Advanced Life Support (ALS) Intercepts	52	52	49	50
EMS Calls – Other EMS/Rescue Calls	6,434	7,491	7,844	8,021
Residential Structure Fires	52	48	47	48
Commercial Structure Fires	54	33	23	24
Other Fire Types	145	79	91	93
Overpressure, Explosion, Overheat (no fire)	18	16	15	15
Hazardous Condition (no fire)	173	178	256	262
Service Call	996	774	871	891
Good Intent Call	572	579	641	655
False Alarm and False Call	828	888	1,004	1,027
Severe Weather and Natural Disasters	8	1	16	10
Special Incident Types	3	9	0	5
2. Number of Patients Transported	5,037	5,935	6,250	6,391
3. Percent EMS Response within 5 minutes (BLS Standard)	58	58	59	55
4. Percent EMS Response within 9 minutes (ALS Standard)	94	94	94	93
5. Percent Fire Response within 5 minutes	51	48	48	47
6. Quick Access Plans Completed*	0	0	0	20
7. Fire Safety Inspections Completed	1,366	1,495	1,100	1,475
8. Alarm Systems Monitored in Dispatch	560	525	545	620
9. Master Box plug in/plug out	2,693	2,578	2,600	2,800
10. Public Education hours**	14	22	22	25
11. Fire Alarm Boxes tested***	0	800	700	400
12. Category III Burning permits issued	71	79	85	100
13. Phone Calls processed in dispatch	56,078	59,185	59,549	60,641
14. Incidents Dispatched****	26,424	27,888	30,500	32,000
15. Average training hours per suppression member	97	99	125	145
16. Fire Investigations	3	14	3	2

* The Quick Access Plan program was suspended and will be restarted with the new Fire Records Management Program in FY 2024.

** No school fire prevention education was provided in FY 2021 due to COVID-19.

*** Wired Master boxes are being phased out and are being replaced with radio boxes. This reduces the amount of required box testing.

**** The dispatch center added the Town of Weare in FY 2023.

Fire

2024 Goals

1. Strengthen the Fire Department's succession planning, mentorship, leadership training, and professional development programs at all levels.
2. Work with City Administration to establish a committee to address mid-term and long-term planning for Fire Department station and staffing needs.
3. Increase Fire Department community outreach and involvement.
4. Create a plan to expand the internal capabilities of the Fire Training Grounds facility, as well as offer external classes and establish a new revenue stream for the Department.
5. Update the City of Concord Local Emergency Operations Plan (LEOP). This plan is required to be revised every five years.
6. Phase out the City Master Box system and replace with Radio Boxes.

2023 Goals Status

1. Work with City Administration to establish a long-term plan for Fire Department station and staffing deployment based on the published Fire Station Location Study.
   9-Month Status: Not yet started. Efforts expected to start in summer 2023.

2. Strengthen the Fire Department's succession planning, mentorship, and employee development programs.
   9-Month Status: The existing Lieutenant mentoring process has been improved to provide better support for Firefighter/Paramedics, who were previously pulled away from mentoring due to EMS call volume. Task books and training manuals are being actively developed for administrative positions that have recently turned over and will eventually encompass all department positions.

3. Create a plan to expand the internal capabilities of the new Fire Training Grounds facility, as well as offer external classes and establish a new revenue stream for the Department.
   9-Month Status: No progress has been made due to a heavy focus of the Training Officer on new staff onboarding and training, including multiple recruit schools being conducted for the entirety of the fiscal year. The resulting wear and tear on the live-burn boxes at the training grounds has placed them intermittently out of service, requiring them to be reserved only for onboarding training.

4. Update the City of Concord Hazard Mitigation Plan. The plan is required to be revised every five years.
   9-Month Status: This 345-page plan was developed by the Hazard Mitigation Committee (HMC) in conjunction with the Central NH Regional Planning Commission (CNHRPC). The CNHRPC submitted the plan to FEMA for approval, on behalf of the City, on December 28, 2022. Notification was received on April 4, 2023, indicating that FEMA Region 1 is requiring all plans to comply with their new regulations that go into effect on April 19, 2023, regardless of the date of initial submission. The CNHRPC is currently working to rework the document to ensure compliance with the new standards. The HMC will most likely not need to reconvene during this update. Changes will be reviewed and approved by the Fire Chief, as the Emergency Management Coordinator for the City, prior to being resubmitted to FEMA.

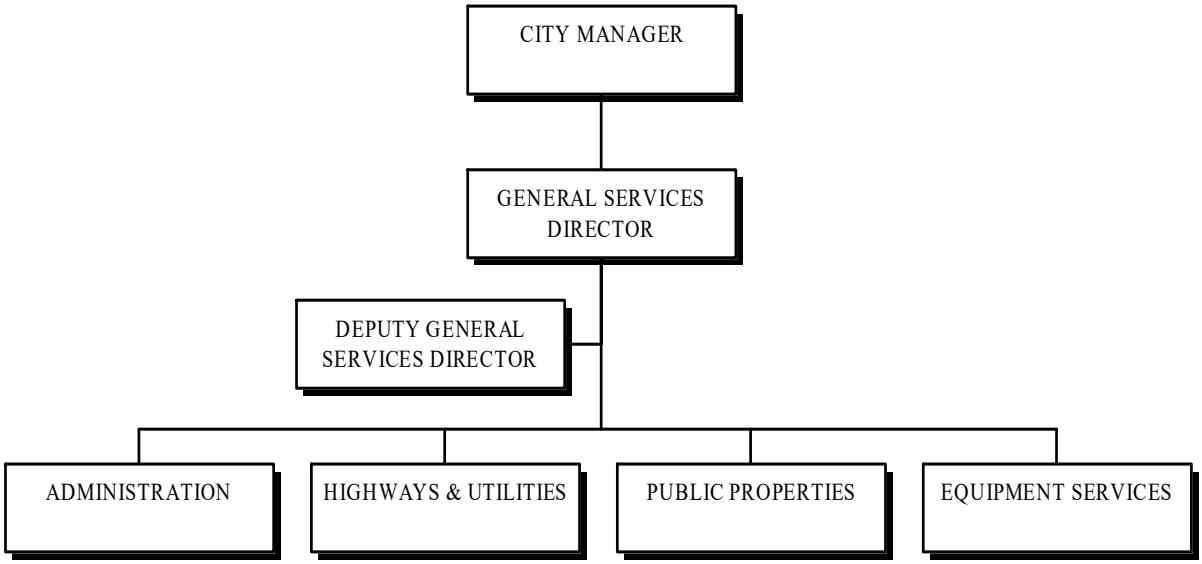
5. Replace the Communications Center computer-aided dispatch (CAD) software. The current system is no longer supported.
   9-Month Status: The new system has been purchased and is actively being configured and updated with GIS and response card data. It is anticipated that the new system will be on-line by the end of calendar year 2023.

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	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Salt Sales	$25,603	$30,000	$30,000	$30,000	$30,000
Tree Sales	$9,353	$9,000	$9,000	$9,000	$9,000
Mark-up	$7,537	$15,000	$15,000	$15,000	$15,000
Other Service Charges	$8,407	$0	$0	$43,560	$0
Rental Income	$71,380	$73,520	$73,520	$73,520	$73,520
Other Revenue	$20,730	$3,000	$3,000	$3,000	$3,000
Other Gov Agencies - State	$10,523	$0	$0	$0	$0
Transfer In - Trust	$52,000	$0	$0	$0	$0
Transfer In - Inspection	$1,144	$0	$0	$0	$0
Transfer In - Parking	$11,855	$9,618	$9,618	$9,618	$11,988
Transfer In - Airport	$40,339	$40,206	$40,206	$40,206	$40,052
Transfer In - Conserv Prop	$0	$0	$0	$0	$8,650
Transfer In - Golf	$208	$300	$300	$300	$300
Transfer In - Arena	$22,077	$22,147	$22,147	$22,147	$24,070
Transfer In - Solid Waste	$3,600	$3,600	$3,600	$3,600	$3,600
Transfer In - NEOCTIF	$134,110	$135,451	$135,451	$135,451	$136,810
Transfer In - Sears Block TIF	$42,275	$42,698	$42,698	$42,698	$43,130
Transfer In - Penacook TIF	$9,450	$9,515	$9,515	$9,515	$9,610
Transfer In - Water	$236,151	$248,389	$248,389	$248,389	$257,638
Transfer In - Wastewater	$290,642	$320,865	$320,865	$320,865	$348,794
Total Revenue	**$997,382**	**$963,309**	**$963,309**	**$1,006,869**	**$1,015,162**

General Services

Budget Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Full Time	$3,485,569	$3,785,669	$3,785,669	$3,661,244	$4,022,253
Part Time	$66,868	$54,374	$54,374	$55,160	$59,962
Temporary	$119,583	$152,520	$152,520	$167,422	$164,410
Overtime	$453,022	$432,890	$432,890	$432,890	$449,120
Allowance	$5,500	$5,400	$5,400	$5,400	$6,600
Retirement	$553,060	$593,221	$593,221	$570,002	$604,979
FICA	$309,172	$332,069	$332,069	$326,426	$352,466
Beneflex	$1,131,847	$1,270,696	$1,270,696	$1,214,357	$1,338,621
Worker's Compensation	$92,985	$82,946	$82,946	$82,934	$89,180
Unemployment Insurance	$2,857	$2,496	$2,496	$2,495	$2,281
Professional Development	$25,135	$23,670	$23,670	$23,670	$45,137
Business Expense	$5,797	$8,780	$8,780	$5,680	$9,217
Repairs and Maintenance	$197,399	$224,155	$224,155	$224,155	$246,055
Professional Services	$306,198	$339,287	$339,287	$339,287	$345,287
Software/Hardware Maintenance	$27,835	$31,240	$31,240	$31,240	$33,480
Advertising	$11,040	$5,080	$5,080	$5,080	$5,080
Rent	$2,650	$2,400	$2,400	$2,400	$2,400
Communications	$18,252	$19,499	$19,499	$20,000	$20,370
Postage	$1,367	$964	$964	$964	$1,015
Office Supplies	$10,471	$11,200	$10,084	$10,135	$11,279
Departmental Supplies	$336,061	$281,848	$281,848	$281,848	$281,848
Auto Parts	$554,957	$475,010	$475,010	$475,010	$495,010
Grounds and Horticultural	$12,891	$10,580	$10,580	$10,580	$10,580
Building Supplies	$159,492	$83,920	$83,920	$83,920	$89,800
Uniforms	$45,826	$54,578	$54,578	$54,578	$58,238
Chemicals	$12,799	$26,430	$26,430	$26,430	$33,030
Vehicle Fuel	$148,194	$219,960	$219,960	$219,960	$201,894
Winter Treatment Supplies	$720,160	$612,095	$612,095	$612,095	$719,030
Electricity	$140,773	$143,780	$143,780	$133,470	$187,000
Natural Gas and Propane	$96,011	$90,488	$90,488	$95,000	$102,880
Water and Wastewater	$59,986	$60,580	$60,580	$56,490	$58,442
Property and Auto Insurance	$130,690	$137,910	$137,910	$137,910	$145,290
Liability Insurance	$29,860	$34,243	$34,243	$34,240	$35,760
Capital Outlay - GL	$22,000	$10,000	$10,000	$10,000	$10,000
Transfer Out - Solid Waste	$1,061,588	$1,061,500	$1,061,500	$1,061,500	$1,161,500
Total Expense	**$10,357,897**	**$10,681,477**	**$10,680,361**	**$10,473,972**	**$11,399,494**

General Services

Supplemental Budget Information

Downtown Services	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Full Time	$143,693	$151,350	$151,350	$150,956	$161,971
Temporary	$31,211	$42,540	$42,540	$42,540	$45,860
Overtime	$22,991	$21,680	$21,680	$21,680	$22,490
Allowance	$600	$600	$600	$600	$600
Retirement	$22,874	$24,328	$24,328	$24,273	$24,958
FICA	$15,104	$16,751	$16,751	$16,461	$17,824
Beneflex	$38,326	$41,165	$41,165	$39,879	$42,062
Worker's Compensation	$4,912	$4,022	$4,022	$4,022	$4,660
Unemployment Insurance	$164	$109	$109	$109	$100
Professional Services	$4,744	$18,500	$18,500	$18,500	$18,500
Departmental Supplies	$32,228	$32,500	$32,500	$32,500	$32,500
Grounds and Horticultural	$3,185	$1,580	$1,580	$1,580	$1,580
Uniforms	$2,510	$2,860	$2,860	$2,860	$3,100
Capital Outlay - GL	$12,000	$0	$0	$0	$0
Total Expense	**$334,541**	**$357,985**	**$357,985**	**$355,960**	**$376,205**

Snow and Ice Control	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Full Time	$252,494	$300,893	$300,893	$240,656	$328,612
Temporary	$61,054	$101,410	$101,410	$101,410	$109,320
Overtime	$295,030	$262,640	$262,640	$262,640	$272,490
Retirement	$75,059	$79,248	$79,248	$70,763	$81,328
FICA	$45,697	$50,393	$50,393	$46,260	$53,671
Beneflex	$82,948	$96,405	$96,405	$84,607	$111,532
Worker's Compensation	$16,518	$9,352	$9,352	$9,340	$10,110
Unemployment Insurance	$766	$219	$219	$219	$202
Professional Services	$48,431	$78,784	$78,784	$78,784	$91,269
Winter Treatment Supplies	$720,160	$612,095	$612,095	$612,095	$719,030
Total Expense	**$1,598,158**	**$1,591,438**	**$1,591,438**	**$1,506,774**	**$1,777,563**

As of March 31, 2023, there were 30 treatable snow and ice events and 18 events had associated overtime costs. Of the 30 events, eight occurred on weekends or holidays. Total snow, as of March 31, 2023, was 64.2 inches (an average year of snowfall is 67 inches). Of the 30 events, five involved freezing rain or sleet, causing a higher use of chemicals. The Department budgets for seven downtown snow removals in an average year. As of March 31, 2023, three snow removals have been completed from the downtown metered area.

General Services

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Number of GSD Subscribers to the Notify Me / News Flash modules of the City Website	6,430	6,542	6,880	6,990
2. Number of Media Releases	211	187	160	150
3. Number of Subscribers to GSD Social Media Pages	5,094	6,062	6,800	7,500
4. Miles of Streets Resurfaced	12.4	11.5	6.4	7.7
5. Percentage of SeeClickFix Items Closed	99%	99%	99%	99%
6. Number of Employee Certifications/Re-certifications	108	109	110	115

2024 Goals

1. Increase public awareness and engagement through outreach, which includes media releases, newsletters, website updates, and social media.
2. Complete the approved road paving Capital Improvement Project.
3. Enhance core services through managing work requests received through SeeClickFix.
4. Improve employees' technical proficiencies through targeted training and continued education to sustain professional certifications.

2023 Goals Status

1. Increase public awareness and engagement through outreach, including website updates, press releases, newsletters, and social media.
   9-Month Status: The General Services Department continues to utilize various platforms to communicate and engage with the public regarding services, campaigns, and news. Information has been shared regarding activities (leaf collection, snow removal, winter parking bans, road repairs, paving, trash collection, and road load limits), public property maintenance and projects (City Collections Office renovation, splash pad at White Park, City Hall front door replacement, and insulation upgrades and a new billboard sign at the City Auditorium), fleet additions (new ambulances), and information about solid waste industry changes and the ongoing development of proposed new solid waste contracts. The Department continues to engage the community with contests and promotions. The Department utilizes national campaigns such as America Recycles Day, Imagine a Day Without Water, Fix a Leak Week, World Water Day, and Shower Better Month to encourage the community to learn and take action on relevant public works topics while promoting General Services messaging. Social media continues to be a great way to feature employees (on the job, new hires, promotions, and retirements) to humanize public works and increase awareness of activities, while also advertising job openings and increase recruitment efforts. The Department's online following and subscriptions continue to grow, which continues to expand our reach and increase engagement.

2. Complete the approved road paving Capital Improvement Project.
   9-Month Status: The FY 2023 Paving Project was bid in December of 2022. GMI Asphalt was the low bidder and awarded the project. Work began the last week of March with a projected completion date of early November.

3. Enhance core services through managing work requests received through SeeClickFix.
   9-Month Status: The General Services Department continues to actively use SeeClickFix to manage and respond to public works requests. During the first nine months of FY 2023, the Department received 1,687 requests, with most of the submission categories including a request for a final bill/transfer of service, curbside trash collection, tree requests, road requests, and requests for winter operations.

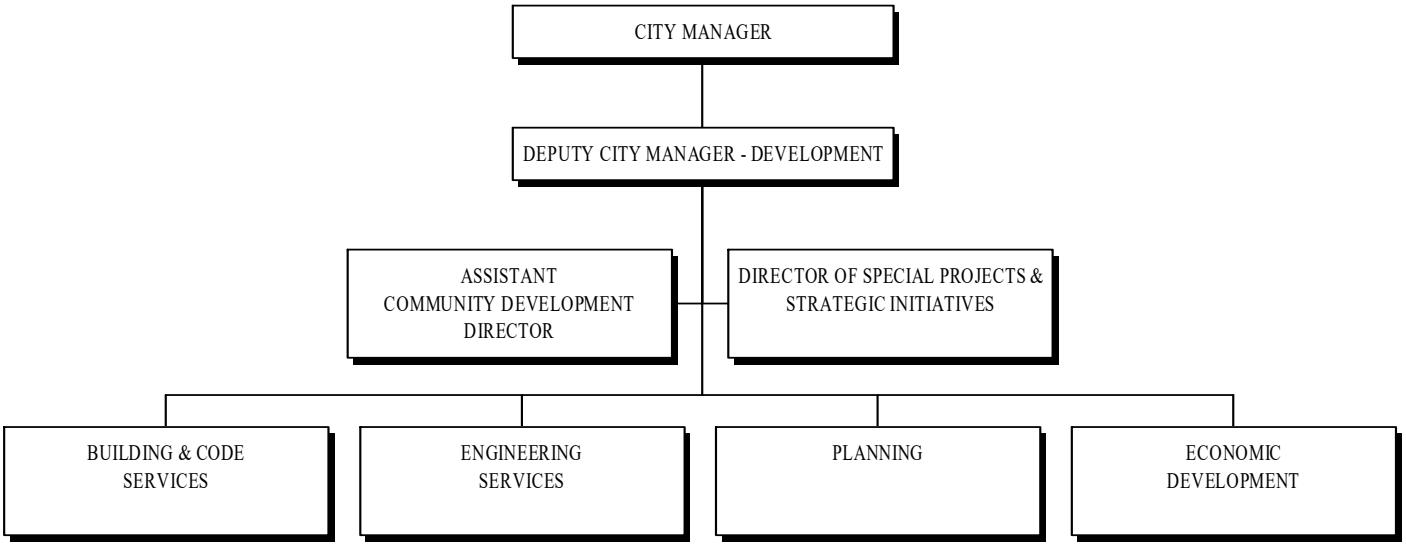
4. Improve employees' technical proficiencies through targeted training and continued education to sustain professional certifications.
   9-Month Status: Department staff have participated in numerous training and continuing education opportunities provided by water, wastewater, solid waste, facilities maintenance, and road construction professionals through the third quarter of FY 2023.

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 economic development programs and initiatives, as well as public private partnerships and key development projects. Staff liaison to the Community Development Advisory Committee, three Tax Increment Advisory Boards, as well as Energy and Environment Committee. Oversees the Community Development Block Grant (CDBG) funds for housing and economic development projects. Oversees the Concord Municipal Airport. Coordinates the City's Parking System.

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 Ordinance. 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.

Community Development

Budget Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Construction Permits	$903,188	$860,752	$860,752	$860,000	$949,000
Other Permits	$22,896	$136,800	$136,800	$142,800	$145,800
Licenses	$149,383	$122,950	$122,950	$117,700	$117,700
Street Damage Fees	$80,064	$75,000	$75,000	$114,000	$80,000
Reports, Prints, and Copies	$1,604	$1,150	$1,150	$825	$1,100
Application Fees	$23,964	$18,000	$18,000	$22,000	$20,000
Review Fees	$140,075	$110,000	$110,000	$110,000	$150,000
Inspection Fees	$10,193	$131,000	$131,000	$75,000	$100,000
Timber Sales	$38,380	$18,000	$18,000	$42,200	$5,000
Other Service Charges	$5,173	$4,000	$4,000	$3,000	$4,000
Rental Income	$253	$500	$500	$200	$200
Other Revenue	$11,253	$5,800	$5,800	$3,500	$4,300
Other Gov Agencies - State	$169	$0	$0	$0	$0
Transfer In - Trust	$20,444	$34,377	$34,377	$0	$45,765
Transfer In - Water	$13,380	$13,380	$13,380	$13,380	$13,380
Transfer In - Wastewater	$13,380	$13,380	$13,380	$13,380	$13,380
Total Revenue	**$1,433,800**	**$1,545,089**	**$1,545,089**	**$1,517,985**	**$1,649,625**

Community Development

Budget Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Full Time	$2,014,469	$2,280,864	$2,280,864	$2,109,690	$2,758,455
Part Time	$145,244	$171,305	$171,305	$143,340	$30,671
Temporary	$16,497	$68,470	$68,470	$43,020	$47,130
Overtime	$11,371	$12,560	$12,560	$32,230	$33,200
Allowance	$7,037	$7,800	$7,800	$7,800	$8,976
Retirement	$285,359	$322,468	$322,468	$291,670	$377,683
FICA	$164,933	$189,277	$189,277	$174,640	$215,908
Beneflex	$521,133	$637,108	$637,108	$553,660	$777,156
Worker's Compensation	$37,966	$44,517	$44,517	$44,466	$45,690
Unemployment Insurance	$1,167	$1,226	$1,226	$790	$1,190
Professional Development	$48,979	$74,547	$74,547	$41,019	$85,672
Business Expense	$19,820	$23,060	$23,060	$26,315	$26,060
Professional Services	$49,967	$55,550	$125,150	$124,050	$100,871
Software/Hardware Maintenance	$25,361	$25,300	$25,300	$25,300	$26,030
Advertising	$5,897	$6,650	$6,650	$9,050	$6,650
Communications	$5,759	$7,489	$7,489	$7,400	$6,100
Postage	$11,327	$11,550	$11,550	$8,520	$11,650
Office Supplies	$13,951	$20,970	$20,217	$18,970	$21,770
Departmental Supplies	$18,982	$9,215	$9,215	$9,215	$10,175
Grounds and Horticultural	$2,410	$2,500	$2,500	$2,000	$2,500
Vehicle Fuel	$4,660	$9,451	$9,451	$9,451	$8,150
Property and Auto Insurance	$270	$270	$270	$270	$270
Liability Insurance	$16,660	$21,492	$21,492	$21,490	$20,690
Capital Outlay - GL	$6,800	$0	$0	$0	$0
Transfer Out - Trust	$80,064	$75,000	$75,000	$134,554	$80,000
Total Expense	**$3,516,083**	**$4,078,640**	**$4,147,486**	**$3,838,910**	**$4,702,647**

Community Development

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Development and Design Review Applications	64	63	75	70
2. Total Building and Zoning Permits Issued	2,593	2,351	2,225	2,200
3. Capital Projects Designed/Managed by Engineering	25	14	12	20
4. Acres of Protected Open Space	7,263	7,273	7,273	7,393
5. Acres of Harvested Forest Land	92	33	106	54
6. CDBG Grant Applications	3	1	6	2
7. CDBG Grant Awards	3	1	6	2
8. Amount of CDBG Funding Requested	$1,224,841	$25,000	$2,646,718	$1,000,000
9. Amount of CDBG Funding Awarded	$1,224,841	$25,000	$2,646,718	$1,000,000

2024 Goals

Administration Division:
1. Continue implementation and configuration of the Energov Program. Continue to implement, integrate, configure, and improve the program for all departments across the organization, as well as the City's applicants and customers.
2. Fill the newly created Assistant Community Development Director and Director of Special Projects and Strategic Initiatives positions, and implement the departmental reorganization associated thereto.
3. Staff the recently vacated Community Development Specialist position.

Code Administration:
1. Continue implementation and configuration of Energov program.
2. Continue with the scanning of building permits / plans into digital format.
3. Fill all staff vacancies and ensure that new staff members are trained / certified in their respective fields.

Engineering Services:
1. Continue implementation and configuration of the Energov program.
2. Review and update the Division's fee structure for all permits and inspections for improved integration with Energov.
3. Advance the final design of the McKee Square and Loudon Road Bridge Projects.

Planning:
1. Continue implementation and configuration of the Energov program.
2. Complete Phase 2 of the Concord Next Zoning Ordinance project; proceed with adoption of new Ordinance and associated amendments to the Site Plan Review Regulations.
3. Scoping for the update of the Master Plan.
4. Continue to identify and implement bike/pedestrian transportation infrastructure improvements.
5. Implement recommendations from the Trails Master Plan.

2023 Goals Status

Code Administration:

1. Go live with Energov Permitting System.
   9-Month Status: Energov went live on August 22, 2023. The Building and Code Services Division continues to work with internal and external users to provide assistance and continue to develop new enhancements for improved utilization of software.

Code Administration (cont'd):

2. Implement outreach campaign for Energov system.
   9-Month Status: The City's website was updated with multiple links and information regarding the Citizen Self Service (CSS) portal and permitting process. User guides were developed and posted, as well as handed out to individuals as needed. One-on-one training has been and continues to be done as needed at the kiosk setup in Code Administration.

3. Continue scanning project to digitize archived plans; particularly if temporary staffing can be secured to dedicate to this project.
   9-Month Status: With the conversion of two part-time Permit Technician positions into a single full-time position, an opportunity was provided to accelerate the scanning of documents. To date, just under 50 GB has been scanned, which consists of 23,663 files in 5,899 folders.

Engineering Services:

1. Go Live with Energov Permitting System.
   9-Month Status: Energov went live on August 22, 2023. The Division continues to work with internal and external users to provide assistance and continue to develop new enhancements for improved utilization of software. The Division will continue to review its permit and fee structure for improved integration with accounting software, and ease of administration for staff and the public.

2. Advance McKee Square design and engineering.
   9-Month Status: The field survey has been completed for the design of the McKee Square Intersection Improvements. Preliminary design efforts are underway with the City's consultant. Additional fees have been requested in the Fiscal Year 2024 Capital Improvement Plan to complete this effort. Staff has worked to have this project incorporated into the NHDOT State 10 Year Plan and, as a result, has submitted a grant application to the NHDOT for a Congestion Mitigation and Air Quality Program (CMAC) grant to assist with construction. If successful, 80% of the project will be financed by State and Federal funds.

3. Advance Loudon Road Bridge final design/engineering.
   9-Month Status: On April 10, 2023, the required Municipal Agreement between the City and the State, as well as associated funding requests for final design, permitting, and bidding, will be submitted to City Council for approval on May 8, 2023.

Planning:

1. Go Live with Energov Permitting System.
   9-Month Status: Energov went live on August 22, 2023. The Division continues to work with internal and external users to provide assistance and continue to develop new enhancements for improved utilization of software.

2. Adoption of the full revised zoning code.
   9-Month Status: Phase 2 of the "Concord Next" Zoning Ordinance is currently under development. Presently, staff hopes that the new ordinance will be finalized and adopted by the end of Fiscal Year 2024.

3. Scoping for the update of the Master Plan.
   9-Month Status: Conversations continue with staff and committees; however, this goal is a secondary priority as the Division's focus remains on the Concord Next zoning project.

4. Continue to identify and implement bike/pedestrian transportation infrastructure improvements.
   9-Month Status: The Planning Division continues to work with the Engineering Division and TPAC to identify potential opportunities for bike and pedestrian improvements. Pedestrian improvement projects are coordinated and implemented as part of Capital Improvement Program in coordination with Capital Improvement Program Project #78 (Annual Highway Program), subject to City Council approval of funding requests.

Leisure and Information Services

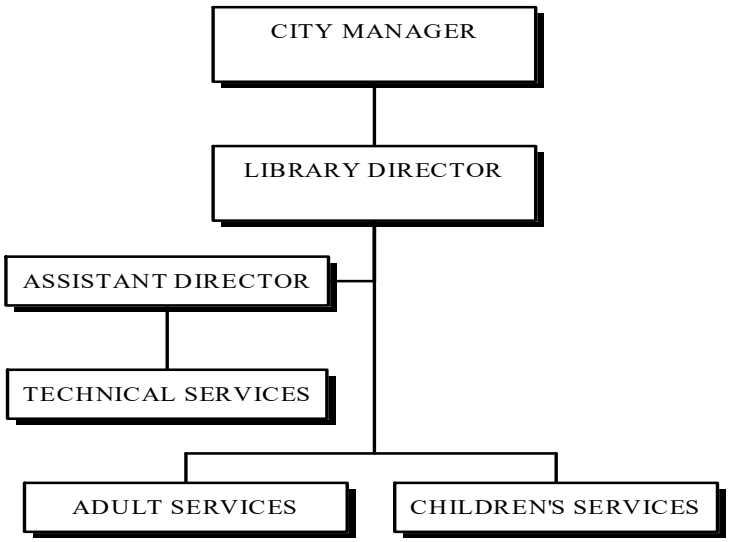
		2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue						
Library		$216,558	$218,800	$227,300	$226,300	$229,800
Parks & Recreation		$1,366,762	$1,275,273	$1,275,273	$1,273,078	$1,137,905
	Total Revenue	**$1,583,320**	**$1,494,073**	**$1,502,573**	**$1,499,378**	**$1,367,705**
Expense						
Library		$1,863,554	$2,027,298	$2,033,598	$1,969,341	$2,147,419
Parks & Recreation		$3,202,891	$3,561,954	$3,564,769	$3,332,721	$3,968,669
	Total Expense	**$5,066,446**	**$5,589,252**	**$5,598,367**	**$5,302,062**	**$6,116,088**

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, preservation of historic materials, technical troubleshooting for the public, readers' advisory, collection development, 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	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Fines for Overdue Items	$7,105	$20,000	$20,000	$19,000	$22,500
Non-Resident Library Fees	$7,545	$7,500	$7,500	$7,500	$7,500
Other Revenue	$3,713	$5,000	$5,000	$5,000	$5,000
Other Gov Agencies - State	$5,895	$0	$0	$0	$0
Transfer In - Trust	$192,300	$186,300	$194,800	$194,800	$194,800
Total Revenue	**$216,558**	**$218,800**	**$227,300**	**$226,300**	**$229,800**
Expense					
Full Time	$815,178	$841,479	$841,479	$821,070	$896,312
Part Time	$306,708	$388,509	$388,509	$353,630	$401,690
Temporary	$4,409	$0	$0	$588	$0
Overtime	$0	$0	$0	$265	$0
Allowance	$2,300	$2,400	$2,400	$2,400	$2,400
Retirement	$114,202	$118,771	$118,771	$116,240	$121,271
FICA	$84,966	$93,264	$93,264	$89,060	$98,115
Beneflex	$215,171	$227,349	$227,349	$218,030	$235,496
Worker's Compensation	$1,367	$1,350	$1,350	$1,350	$1,670
Unemployment Insurance	$987	$1,059	$1,059	$1,060	$1,033
Professional Development	$1,193	$1,490	$1,490	$1,490	$1,590
Business Expense	$852	$1,199	$1,199	$1,199	$1,614
Professional Services	$3,569	$15,962	$15,962	$15,962	$16,747
Software/Hardware Maintenance	$36,501	$40,580	$40,580	$40,580	$41,791
Advertising	$50	$0	$0	$0	$0
Communications	$2,149	$2,492	$2,492	$2,500	$2,470
Postage	$1,435	$2,320	$2,320	$2,000	$2,457
Office Supplies	$23,897	$33,761	$31,561	$31,561	$30,786
Library Books and Materials	$177,496	$186,426	$194,926	$194,926	$202,723
Departmental Supplies	$4,282	$2,500	$2,500	$2,500	$3,050
Electricity	$31,086	$27,790	$27,790	$33,470	$44,750
Natural Gas and Propane	$11,503	$11,546	$11,546	$12,000	$13,010
Heating Oil and Kerosene	$5,393	$6,041	$6,041	$6,500	$6,501
Water and Wastewater	$2,281	$2,680	$2,680	$2,630	$2,364
Property and Auto Insurance	$8,750	$9,520	$9,520	$9,520	$9,810
Liability Insurance	$7,830	$8,811	$8,811	$8,810	$9,770
Total Expense	**$1,863,554**	**$2,027,298**	**$2,033,598**	**$1,969,341**	**$2,147,419**

Library

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Items Borrowed				
-Downloadable Materials	66,761	69,878	77,701	80,000
-Main Adult	110,388	130,336	124,684	130,000
-Main Children's	50,939	44,815	88,957	95,000
-Penacook Branch	0	546	3,786	4,000
-Heights Branch	316	4,581	5,292	6,000
-Total (Other Items)	161,643	180,278	222,719	235,000
2. Traffic				
-Main Traffic Count	50,008	97,605	108,217	114,000
-Penacook Traffic Count	0	225	1,254	1,300
-Heights Traffic Count	180	3,613	4,321	5,000
-Total	50,188	101,443	113,792	120,300
3. Online Services				
-Catalog Searches	456,940	434,078	434,439	435,000
-Database Searches	76,202	79,505	66,066	70,000
4. Programs/Classes & Events				
-Main Adult Programs	23	50	78	75
-Main Adult Program Attendance	1,111	1,731	1,987	2,200
-Teen Programs	0	16	28	35
-Teen Program Attendance	0	79	243	300
-Virtual Adult Programs	32	12	3	8
-Virtual Adult Program Attendance	281	116	30	80
-Virtual Children's Programs	54	9	0	0
-Virtual Children's Program Attendance	580	28	0	0
-Concord Reads Programs	0	0	0	6
-Concord Reads Program Attendance	0	0	0	300
-Main Children's Programs	36	148	165	165
-Main Children's Program Attendance	1,235	4,532	4,021	4,500
-Penacook Branch Programs	0	0	6	12
-Penacook Branch Program Attendance	0	38	316	400
-Heights Branch Programs	2	46	81	80
-Heights Branch Program Attendance	60	980	1,432	1,600
-Total Programs/Classes & Events	147	256	327	381
-Total Program/Class & Event Attendance	3,261	7,290	7,666	9,361
5. PC/Internet Use Hours				
-Main Adult	2,180	5,077	5,007	4,700
-Main Children's	71	76	61	80
-Young Adult	11	157	21	50
-Penacook Branch	0	14	37	40
-Total PC/Internet Use Hours	2,262	5,324	5,126	4,870
6. Chromebook Checkouts				
-Main	2	66	195	225
-Heights	12	209	258	275
-Total Chromebook Checkouts	14	275	453	500
7. Research Assistance	33,000	65,013	64,558	65,000
8. Volunteer Hours	0	1,145	1,471	1,500
9. Interlibrary Loans				
-Lent	1,105	1,599	1,999	2,100
-Borrowed	1,079	2,027	2,067	2,200
10. Museum Passes	257	647	936	1,000
11. CPL Website Visits	88,448	88,126	88,546	89,000
12. Mobile App Searches	28,950	23,828	27,637	28,000

Library

2024 Goals

1. Evaluate cost and potential transition to Radio Frequency Identification (RFID) implementation.
2. Evaluate and potentially expand on the new "Library of Things" collection launched in 2023.
3. Set a goal for the eBike-Mobile program to create/attend 50 events across all ten wards.
4. Set a goal for the eBike-Mobile program to interact with 2,000 patrons in FY 2024.
5. Expand the web publishing platform, Omeka, to upload and publicly release archival photographs.
6. Focus on marketing and expanding museum passes and surpass 1,000 checkouts in FY 2024.
7. Utilize a new online platform, Beanstack, to create seasonal early literacy challenges.
8. Evaluate a partnership with the Parks & Recreation Department to display a culturally diverse art exhibit across summer 2023.

2023 Goals Status

1. Continue to offer a mixed programming slate that includes remote/hybrid/in-person programming for all ages.
   9-Month Status: We started out FY 2023 with a mixed slate of programming, yet patrons asked us to move to in-person. One major example is that our virtual storytimes from early in the pandemic were no longer being attended by anyone in the summer of 2022. As a result, we moved storytime programming to parks and had tremendous success until winter halted them. Hybrid programming and remote-only programs also decreased, with one exception, our recent virtual-only series from *Resilient Raptors* has been very well attended again, with 200 attendees online thus far in 2023. Patrons are, however, predominantly comfortable with in-person programming again.

2. Evaluate a new program registration system so patrons can manage registration themselves.
   9-Month Status: We are evaluating a few different program registration systems and hope to move to a new system in summer/fall of 2023.

3. Establish an eBike-Mobile program with grant funds awarded.
   9-Month Status: The grant funded e-Bike Bookmobile program started late in the fall and we were able to get some practice and trial runs done. In the spring of 2023, it will be off and cycling.

4. Evaluate potential to move to virtual ePayment system for fines and fees.
   9-Month Status: Our ILS system has proprietary software that we feel is unfairly expensive for patrons, so we will not proceed.

5. Develop library programming based on the State Library's initiative for Reimagining School Readiness.
   9-Month Status: In 2022, we launched a second STEAM program, STEAM for Littles, and we increased our passive educational programming for our youngest patrons.

6. Evaluate the potential for a hosted digital repository of local history.
   9-Month Status: We have started to house items on the digital platform, Omeka, with the long term intention to make them available to the public.

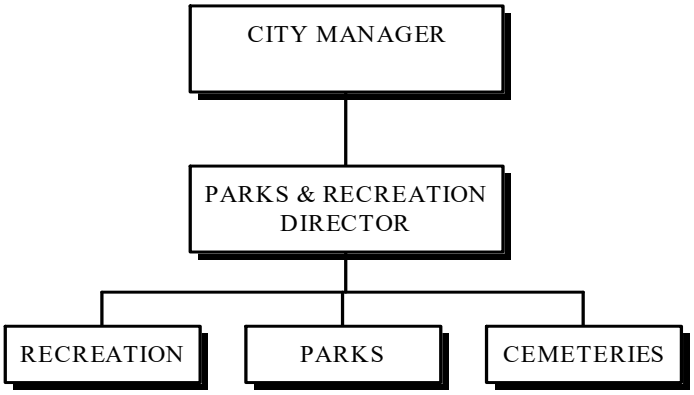
7. Transition to a web-based platform for staff circulation module of integrated library system, Sirsi-Dynix.
   9-Month Status: In 2023 we started to introduce staff to the updated version of Blue Cloud Circulation in the hopes we can migrate later in the year.

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. Oversee the fiscal operations of the Department.

Parks and Recreation

Budget Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Court Ordered Payments	$178	$0	$0	$65	$0
Camps	$181,021	$140,000	$140,000	$170,000	$167,090
Aquatics Programs	$32,765	$30,400	$30,400	$29,890	$30,710
Program Fees	$184,992	$164,650	$164,650	$186,960	$196,840
Sales of Lots and Niches	$28,936	$34,000	$34,000	$31,000	$34,000
Other Service Charges	$134,935	$114,170	$114,170	$120,000	$118,490
Rental Income	$169,780	$170,910	$170,910	$116,000	$163,775
Donations	$789	$2,300	$2,300	$920	$2,500
Advertising	$5,500	$7,000	$7,000	$6,400	$8,000
Other Gov Agencies - State	$467	$0	$0	$0	$0
Transfer In - Trust	$627,398	$611,843	$611,843	$611,843	$416,500
Total Revenue	**$1,366,762**	**$1,275,273**	**$1,275,273**	**$1,273,078**	**$1,137,905**

Parks and Recreation

	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Full Time	$1,369,512	$1,469,741	$1,469,741	$1,399,501	$1,608,769
Part Time	$90,889	$214,507	$214,507	$124,306	$218,223
Temporary	$278,513	$352,327	$352,327	$329,996	$432,160
Overtime	$123,148	$98,864	$98,864	$74,725	$102,572
Allowance	$6,300	$7,200	$7,200	$7,200	$6,600
Retirement	$211,510	$217,613	$217,613	$179,135	$231,544
FICA	$141,097	$161,924	$161,924	$147,246	$178,300
Beneflex	$378,288	$412,482	$412,482	$450,033	$469,574
Worker's Compensation	$34,716	$31,292	$31,292	$31,280	$35,640
Unemployment Insurance	$1,498	$1,404	$1,404	$1,409	$1,329
Professional Development	$2,790	$11,000	$11,000	$7,350	$15,930
Business Expense	$4,879	$11,310	$11,310	$7,000	$10,480
Dues & Memberships	$175	$505	$505	$600	$720
Repairs and Maintenance	$13,886	$12,450	$12,450	$15,100	$23,765
Professional Services	$204,673	$194,900	$194,900	$196,420	$250,380
Software/Hardware Maintenance	$7,859	$8,870	$8,870	$10,000	$11,220
Advertising	$5,539	$9,800	$9,800	$7,500	$7,800
Communications	$15,760	$15,438	$15,438	$15,350	$17,970
Postage	$611	$900	$900	$800	$700
Office Supplies	$11,471	$15,700	$18,672	$14,300	$14,900
Departmental Supplies	$76,269	$70,740	$70,583	$68,740	$74,440
Auto Parts	$16,698	$17,000	$17,000	$17,500	$18,500
Grounds and Horticultural	$50,868	$57,830	$57,830	$58,700	$59,200
Uniforms	$25,463	$28,130	$28,130	$30,560	$32,915
Vehicle Fuel	$32,932	$39,581	$39,581	$41,000	$33,068
Electricity	$34,841	$33,920	$33,920	$32,590	$43,960
Natural Gas and Propane	$20,025	$18,530	$18,530	$19,050	$20,000
Water and Wastewater	$17,559	$20,150	$20,150	$18,580	$17,520
Property and Auto Insurance	$6,120	$6,610	$6,610	$6,610	$6,820
Liability Insurance	$12,850	$13,936	$13,936	$13,940	$16,170
Capital Outlay - GL	$6,155	$7,300	$7,300	$6,200	$7,500
Total Expense	**$3,202,891**	**$3,561,954**	**$3,564,769**	**$3,332,721**	**$3,968,669**

Parks and Recreation

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Number of Pool Users*	10,308	16,624	20,000	25,000
2. Number of Program Registrations	2,955	4,544	5,200	5,500
3. Number of Outdoor Reservations	3,482	4,637	5,000	5,500
4. Number of Indoor Reservations	3,764	4,444	5,500	6,000
5. Number of Burials per Year	245	251	250	250
6. Social Media Likes (Facebook)	6,031	6,500	7,500	8,000

* Pool use is measured by pool season (June—August). Due to COVID-19, only five pools were opened in the summers of 2021 and 2022

2024 Goals

1. Provide quality recreational opportunities for the entire community; expand youth programming, adult enrichment, and senior citizen programming to meet the growing needs of residents.
2. Develop partnerships with community groups to help expand special events.
3. Work with the community to expand the use of the Citywide Community Center.
4. Create seasonal brochures, marketing materials and manage the Department's web site and social media sites.
5. Manage capital infrastructure projects as approved by City Council in the FY 2023 budget.

2023 Goals Status

1. Oversee the management and fiscal operations of the Department.
   9-Month Status: Ongoing. Revenues and expenses continue on track. The Department continues to have difficulty filling positions and retaining employees, both for year-round part-time positions and summer seasonal positions, in all divisions of the Department. We will continue outreach to local schools and colleges, and place ads in local newspaper and radio stations.

2. Maintain all neighborhood parks, cemeteries, the Citywide Community Center, and the Merrimack Lodge at White Park.
   9-Month Status: All indoor and outdoor facilities managed by the Department continue to be well maintained for the enjoyment of the community. Although the Citywide Community Center is five years old, the facility still looks like new.

3. Provide quality recreational opportunities for the entire community; expand youth programming, adult enrichment, and senior citizen programming to meet the growing needs of residents.
   9-Month Status: Participation has continued to increase across all age groups. Overall participation in classes/ programs offered by the Department this year is 10% higher than before COVID. We continue to add and/or expand adult programs this year, with an adult basketball league, Trails and Ales, birdwatching, learn to play pickleball, and pickleball clubs; as well as drop-in adult pickleball, futsal and basketball. Over the winter months, we held regular family open gym times, as well as middle and high school times. Our senior citizen program continues to meet three days a week and continues to offer senior meals twice a month in collaboration with the Community Action Program, as well as regular Senior Health Clinics with the Visiting Nurse Association.

4. Develop partnerships with community groups to help expand special events.
   9-Month Status: The Department's regular summer concert series is funded in part by the Walker Lecture Fund. In total, 21 concerts were held, compared to 15 concerts last year. We continued our partnership with Concord Housing & Redevelopment to offer free swim lessons for resident youth. We partnered with Red River Theater to host three free Movie in the Park events, and with Concord Crew to host a Learn to Row program. The Department continues to work with many groups who rent its facilities for special events, like 5K road races, bike races, graduations, community celebrations and more. The Department coordinated the use of its varsity soccer fields for a Columbus Day Weekend Soccer Tournament, which was sponsored by Seacoast Express Soccer. Over 100 soccer teams from all over New England, New York State and Canada participated, using all of the NHTI fields and numerous areas in Greater Concord. We hosted several baseball and softball weekend tournaments that brought in numerous (80+) teams from around New England. For Senior Events, we started working with the NH Humanities to offer educational programming.

5. Work with the community to expand the use of the Citywide Community Center.
   9-Month Status: The city-wide community center will be celebrating its fifth year in operation in June 2023 and use of the building continues to increase. The center remained open during COVID-19, following all CDC and State health recommendations. The Department began to experience an increase in program participation in spring of 2021, and the increase in participation continues in 2023. In the summer of 2022, City Council held several meetings with the community to review rental rates of the Citywide Community Center and the West Street Ward House. Based on these meetings, City Council lowered the rental rates for program rooms and the West Street Ward House to $15 per hour (residents) and to $25 per hour for use of the auditorium at the citywide community center. These new lower rates went into effective on September 1, 2022. As of April 2023, we have experienced 50 new groups/people using the new community center compared to same time frame last year.

6. Create seasonal brochures, marketing materials and manage the Department's web site and social media sites.
   9-Month Status: Department staff created the second "Year in Review" report. The report highlighted Department operations from January 1, 2022 through December 31, 2022. This will become a yearly report to be shared with the Recreation and Parks Advisory Committee, City Council, and the community at large. In addition, Department staff continued to create and print seasonal brochures, which are delivered to local schools and online. Department staff also continued updating the Department web site and social media sites. Staff regularly worked with the City's Public Information Officer, who helps the Department with all outreach and marketing efforts.

7. Manage capital infrastructure projects as approved by City Council in the FY 2023 budget.
   9-Month Status: Installation of the LED court lights for the tennis and basketball courts at Rollins Park (CIP #56) was completed and the installation of court lights at Rolfe Park (CIP #55) will be completed by the end of FY 2023. Installation of the soccer mini pitch at Keach Park (CIP #52) will be completed by this summer. The H.L. Turner Group was selected for the study of the buildings at Blossom Hill Cemetery (CIP #587) and the condition report will be finalized by the summer of 2023. VHB was selected to help create a new vision for the Merrimack River Recreation and Open Space Corridor and Kiwanis Park (CIP #60). We anticipate providing a recommended plan to City Council during the summer of 2023. Working with the "Ski The Beav Group" and City Council, the Department was able to purchase a Snow Rabbit groomer to enhance cross country ski trail grooming at the Beaver Meadow Golf Course.

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	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Reimbursements	$7,121	$10,000	$10,000	$12,100	$10,000
Total Revenue	**$7,121**	**$10,000**	**$10,000**	**$12,100**	**$10,000**
Expense					
Full Time	$276,799	$285,839	$285,839	$285,800	$309,961
Part Time	$29,513	$30,052	$30,052	$34,440	$37,674
Overtime	$0	$700	$700	$0	$730
Allowance	$600	$600	$600	$600	$600
Retirement	$38,918	$40,287	$40,287	$40,070	$42,037
FICA	$22,110	$22,917	$22,917	$23,970	$25,910
Beneflex	$91,292	$95,779	$95,779	$76,460	$98,678
Worker's Compensation	$358	$360	$360	$360	$470
Unemployment Insurance	$175	$192	$192	$190	$140
Professional Development	$424	$820	$820	$200	$820
Business Expense	$0	$200	$200	$0	$200
Professional Services	$717	$1,400	$1,400	$300	$1,400
Software/Hardware Maintenance	$0	$1,780	$1,780	$0	$1,780
Advertising	$0	$0	$0	$400	$0
Rent	$56,589	$63,250	$63,250	$58,950	$64,430
Communications	$889	$920	$920	$920	$960
Postage	$60	$150	$150	$60	$150
Office Supplies	$834	$1,200	$956	$400	$1,200
Liability Insurance	$2,070	$2,399	$2,399	$2,400	$2,660
Special Programs	$67,300	$228,700	$228,700	$177,130	$228,700
Total Expense	**$588,649**	**$777,545**	**$777,301**	**$702,650**	**$818,501**

Human Services

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Appointments/Emergencies	987	478	700	800
2. Homeless & Homeless at Risk Served	192	250	300	350
3. Applications for Assistance Issued	311	199	300	400
4. Walk-ins	823	519	700	800
5. Initial Case Interviews	306	198	250	300
6. Percent of Total Aid Budget in Rental Assistance	90%	89%	91%	90%

2024 Goals

1. Ensure that staff continue to participate in all training relevant to effectively working with low income families and individuals, and continually update and expand their 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. Continue to serve on the Homeless Steering Committee with a focus on the Housing First Model for our chronically homeless population.

2023 Goals Status

1. Ensure that staff continue to participate in all training relevant to effectively working with low income families and individuals, and continually update and expand their knowledge of local resources.
   9-Month Status: Staff participated in Ryan Dowd trainings, which is an empathy-driven approach to working with unsheltered individuals. Staff also attended community meetings, workshops and trainings from the Homeless Provider Network; Balance of State Continuum of Care; Fuel Assistance; 211; and Waypoint. The Director served as a steering committee member on the Bridges Out of Poverty Initiative: Getting Ahead; United Way Community Impact Committee; COVID Equity Task Force; Merrimack County Town Welfare Committee; Capital Area Continuum of Care Substance Use Disorder; Capital Area Early Childhood Strategic Plan; Plan to End Homelessness; Electric Assistance Program; and Mayors Homelessness Workgroup.

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 SB 110 - relative to which town or city is responsible for expenses related to emergency shelters. They also monitored: HB 379 - requiring attorneys be appointed to represent indigent tenants during residential eviction proceedings; HB 401 - evictions based on the owner's intent to renovate the property; and HB 261 - authorizing residential tenants to terminate their lease in instances of domestic violence, following a disabling illness or accident. NHLWAA opposed HB 117 - relative to the termination of tenancy at the expiration of the lease. This bill would eliminate the protection of a tenant when not in a lease period - potentially allowing a landlord to evict without due cause.

The Family Assistance Advisory Council (FAAC) monitored the statewide Emergency Rental Assistance Program (ERAP), which ended in October 2022. ERAP provided rental, electric, heating, internet, hotel and other assistance to thousands of households in NH. The program was able to assist over 30,000 households with an average amount of $11,000. In Merrimack County, they issued over $27 million with the majority spent on rental assistance. FAAC also kept abreast of the Emergency Allotment of Food Stamps, which ended February 2023, due to the ending of the COVID-19 public health emergency. During the pandemic, households were provided with additional Food Stamp benefits in conjunction with their regular allotment. The ending of the additional benefit caused widespread concern of increasing food insecurity to vulnerable populations. Another state program impacted by the ending of the public health emergency was the Medicaid health insurance program. This directly affected thousands of individuals receiving continuous Medicaid during the COVID-19 public health emergency without needing to provide any eligibility documentation. Although the public health emergency ended in March, the Division of Health & Human Services (DHHS) did not close all the cases at once. DHHS proactively sent numerous notices, calls, texts and emails prior to the end of the coverage.

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 Care Alliance resettled refugees in Concord, Manchester, and other communities in the state. Their fiscal year started in October 2022 and had projected to resettle 130 arrivals. As of March, they had resettled 46 cases: 18 Congolese, 19 Ukrainians and 9 Haitians.

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 has reviewed and revised its procedural manual. The office continues to utilize COVID-19 protocols (telephone interviews) when an applicant is unable to apply in person due to health concerns.

5. 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 Winter Shelter opened on December 1, 2022 and closed on April 9, 2023. On average, they had 35 individuals staying per night. On intensely cold days they were at capacity and used emergency cots. The shelter usually closes at the end of March but extended it as a direct response to many single individuals losing their hotel coverage at the beginning of April. The NH Emergency Rental Assistance Program was paying for unsheltered individuals and families to stay at hotels across the state. The funding for the program abruptly ended in October. In order to avoid the immediate displacement of many households, the Governor's Office of Emergency Relief allocated additional funding and established the Emergency Temporary Housing program. The development of this new program allowed for singles to stay at a hotel until April and families until June 2023. The continued success of the Housing First Model is dependent on affordable and available housing.

Special Revenue Funds

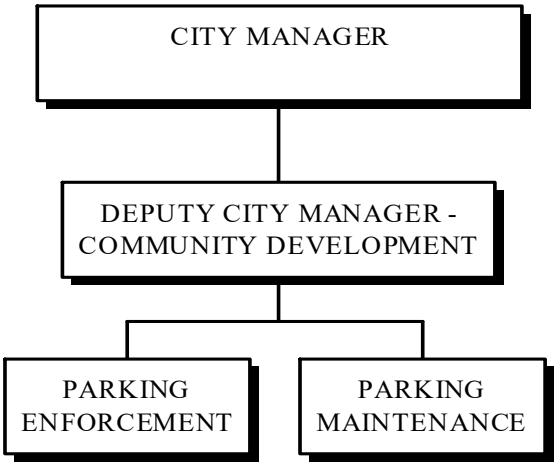
	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Parking	$3,394,618	$3,486,198	$3,486,198	$3,487,315	$3,052,850
Airport	$423,575	$391,085	$391,085	$455,300	$477,180
Conservation Property	$76,863	$94,785	$94,785	$87,296	$130,449
Revolving Loan	$226,089	$1,131,746	$1,131,746	$64,080	$639,680
Golf	$1,549,996	$1,455,184	$1,500,184	$1,812,793	$1,635,176
Arena	$925,458	$721,485	$721,485	$751,683	$767,455
Solid Waste	$5,074,686	$4,582,697	$4,582,697	$4,543,835	$5,189,666
Sub Total	**$11,671,286**	**$11,863,180**	**$11,908,180**	**$11,202,302**	**$11,892,456**
Expense					
Parking	$2,697,998	$3,085,798	$3,085,798	$2,951,039	$3,292,980
Airport	$477,055	$485,602	$485,602	$429,410	$473,594
Conservation Property	$55,889	$94,785	$94,785	$81,411	$130,449
Revolving Loan	$199	$1,131,746	$1,131,746	$621,500	$639,680
Golf	$1,238,300	$1,453,566	$1,498,566	$1,648,757	$1,634,176
Arena	$696,688	$744,051	$744,051	$795,242	$822,299
Solid Waste	$4,439,608	$4,813,449	$4,813,449	$4,812,368	$4,990,501
Sub Total	**$9,605,738**	**$11,808,997**	**$11,853,997**	**$11,339,727**	**$11,983,679**

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. Parking enforcement, as well as meter and kiosk maintenance, is provided by the Police Department.

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

4. The Engineering Division of the Community Development Department assists with the review of requests for on-street parking modifications.

5. City Administration coordinates these efforts, staffs the Parking Committee, prepares parking ordinances, administers certain maintenance contracts, and manages all parking related capital improvement projects.

Parking Fund

Fund Summary	2023 Revised	2023 Projected	2024 Budget
Revenue	**$3,486,198**	**$3,487,315**	**$3,052,850**
Expense	**$3,085,798**	**$2,951,039**	**$3,292,980**
Net Income (Loss)		**$536,276**	**($240,130)**
Beginning Working Capital		**$967,950**	**$1,504,226**
Ending Working Capital		**$1,504,226**	**$1,264,096**

Reserve

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

Parking Fund

Budget Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Parking Penalties	$265,040	$391,140	$391,140	$388,600	$426,950
Metered Parking	$1,281,012	$1,272,787	$1,272,787	$1,291,716	$1,270,130
Metered Parking Cards	$83,395	$85,000	$85,000	$75,000	$85,000
Rental Income	$863,766	$890,607	$890,607	$862,700	$860,142
Investment Income	$162	$100	$100	$9,880	$8,000
Finance Charges	$6,259	$2,500	$2,500	$18,445	$2,525
Insurance Dist and Credits	$7,045	$0	$0	$2,570	$0
Other Revenue	$11,170	$10,500	$10,500	$4,840	$10,500
Transfer In - Trust	$54,000	$10,500	$10,500	$10,500	$10,500
Transfer In - General	$51,221	$54,295	$54,295	$54,295	$56,643
Transfer In - Grts & Donations	$438,358	$438,358	$438,358	$438,358	$0
Transfer In - Solid Waste	$13,650	$13,650	$13,650	$13,650	$13,650
Transfer In - Sears Block TIF	$319,540	$316,761	$316,761	$316,761	$308,810
Total Revenue	**$3,394,618**	**$3,486,198**	**$3,486,198**	**$3,487,315**	**$3,052,850**

In fiscal year 2024, 84% of the Parking fund's revenue comes from three sources: Metered Parking (42%), Rental Income (28%), and Parking Penalties (14%). Metered Parking and Parking Penalties revenue is calculated using historical data, which is then adjusted for capital projects in parking facilities that are anticipated to affect the availability of metered spaces. Rental Income (parking lease) revenue is calculated using data from existing and anticipated rental agreements.

Parking Fund

	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Full Time	$358,172	$477,803	$477,803	$432,128	$550,664
Temporary	$3,699	$10,230	$10,230	$0	$10,310
Overtime	$15,834	$3,750	$3,750	$12,634	$8,670
Retirement	$52,928	$67,706	$67,706	$62,425	$75,679
FICA	$28,268	$37,061	$37,061	$33,981	$43,040
Beneflex	$109,424	$170,903	$170,903	$121,746	$185,096
Worker's Compensation	$5,331	$5,185	$5,185	$5,185	$5,930
Unemployment Insurance	$286	$356	$356	$355	$366
Professional Development	$695	$4,200	$4,200	$2,000	$4,200
Repairs and Maintenance	$170,004	$263,710	$263,710	$263,710	$263,710
Professional Services	$208,163	$274,400	$274,400	$258,165	$308,335
Software/Hardware Maintenance	$4,188	$4,200	$4,200	$4,200	$4,200
Communications	$4,583	$4,561	$4,561	$4,560	$5,460
Postage	$5,124	$6,000	$6,000	$5,000	$6,000
Office Supplies	$11,163	$14,940	$14,940	$10,000	$14,940
Departmental Supplies	$8,474	$19,250	$19,250	$15,000	$19,250
Building Supplies	$2,797	$15,800	$15,800	$15,800	$15,800
Uniforms	$4,630	$7,560	$7,560	$7,560	$11,470
Vehicle Fuel	$2,222	$5,438	$5,438	$3,500	$3,058
Electricity	$56,727	$56,260	$56,260	$51,990	$73,270
Water and Wastewater	$495	$1,000	$1,000	$260	$260
Property and Auto Insurance	$17,660	$19,143	$19,143	$19,143	$19,760
Liability Insurance	$3,260	$3,438	$3,438	$3,440	$3,270
Taxes - Real Estate	$160,111	$162,409	$162,409	$167,760	$172,785
Principal	$1,023,275	$1,015,900	$1,015,900	$1,015,901	$1,068,030
Interest	$298,189	$256,537	$256,537	$256,538	$239,000
Transfer Out - Trust	$10,500	$10,500	$10,500	$10,500	$10,500
Transfer Out - General	$109,795	$167,558	$167,558	$167,558	$169,928
Transfer Out - Gen Cap Proj	$22,000	$0	$0	$0	$0
Total Expense	**$2,697,998**	**$3,085,798**	**$3,085,798**	**$2,951,039**	**$3,292,980**

Parking Fund

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Overtime Parking Meter Citations	10,451	15,180	15,000	20,000
2. Time Zone Citations	292	904	500	1,000
3. Meter Feeding Citations	11	55	100	200
4. Winter Parking Ban Citations	132	230	272	250
5. Booted Vehicles	7	5	5	10
6. Credit Card Transactions at Kiosks	249,695	320,541	294,885	300,000
7. Credit Card Transactions – Fines/Penalties/P-Cards	77	-	-	-
8. Customer Payment Plans Created	21	22	10	10
9. Violations Appealed to Court	45	72	35	35
10. Parking Garage Leases & Permits Issued	756	720	727	750
11. Mobile Unit Hours of Enforcement	-	-	2,080	2,545
12. Single Space Smart Meter Transactions	78,759	104,904	99,300	125,000
13. Online Citation Payments Transactions	5,475	5,393	6,500	7,000
14. PayByPhone Transactions	34,893	167,030	204,475	210,000

2024 Goals

1. Staff all funded vacant Parking Officer and Equipment Technician (POET) positions.
2. Implement cross training programs for administrative functions and back office operations.
3. Continue negotiations to convert all reserved parking spaces at the School Street and Storrs Street Parking Garages from leases to permits.
4. Continue to monitor the State of New Hampshire's potential new 400+/- space Legislative Parking Garage, and potential impacts to Downtown Parking. If the proposed garage comes to fruition, work with the State to ensure demolition of the existing 205 space Legislative Parking Garage located on Storrs Street and termination of the associated 1975 "air rights" lease related thereto. Also, upon opening of the new facility, review Article 18-1-17 of City's Code of Ordinances, which permits the State to encumber on-street municipal parking for disabled members of the Legislature.
5. Complete an analysis to determine capacity of the parking system to absorb parking demand in the event the 238 space State Street Parking Garage is demolished and replaced with a 60-70 space surface parking lot. Factors to review include, but are not limited to, the State's new Legislative Parking Garage, potential conversion of the School Street and Storrs Street garages from leases to permits, development of a new surface parking lot at the State Street Garage site, as well as capacity of the on-street parking system.
6. Prepare Ordinance amendments as required to implement a winter parking ban impound lot at the Old Turnpike Road landfill.
7. Evaluate the feasibility of bringing additional pay by mobile device providers into the Concord market.
8. Working in concert with other communities, explore potential legislative changes at the State level to permit use of License Plate Recognition for parking enforcement.
9. Monitor grant funding opportunities to support the purchase and installation of electric vehicle (EV) charging stations in municipal parking lots and garages; pursue those opportunities which make sense for the community; and implement appropriate ordinances to govern operation of EV parking spaces.
10. Implement capital improvement projects as approved in the FY 2024 budget.
11. Commence planning for potential rate increases in FY 2025.
12. Support the Parking Committee with review of citizen requests and other ongoing initiatives.

Parking Fund

2023 Goals Status

1. Staff all funded vacant Parking Officer and Equipment Technician (POET) positions.
   9-Month Status: As of March 2023, the Parking Division has two POET vacancies. A candidate has been interviewed and is undergoing required Police Department background checks for potential hire. If successful, it is anticipated the candidate will begin work in April 2023. Recruitment for the second position remains ongoing.

2. Subject to City Council approval of applicable Program Change Requests, reallocate resources to prioritize and expand neighborhood parking enforcement.
   9-Month Status: In accordance with Program Change Requests approved as part of the FY 2024 Budget, the Parking Division continues to make neighborhood parking enforcement a priority. This remains an ongoing goal for the Division.

3. Continue to monitor the State of New Hampshire's potential new 600+/- space Legislative Parking Garage, and potential impacts to Downtown Parking. If the proposed garage comes to fruition, work with the State to ensure demolition of the existing 205 space Legislative Parking Garage located on Storrs Street and termination of the associated 1975 "air rights" lease related thereto. Also, upon opening of the new facility, review Article 18-1-17 of City's Code of Ordinances, which permits the State to encumber on-street municipal parking.
   9-Month Status: As of March 2023, the New Hampshire House approved HB 384, which proposes to appropriate $22.5 million to design and construct the proposed garage, as we establish a State Committee to oversee the project. The bill is pending with the New Hampshire Senate.

4. Monitor grant funding opportunities to support the purchase and installation of electric vehicle (EV) charging stations in municipal parking lots and garages; pursue those opportunities which make sense for the community; and implement appropriate ordinances to govern operation of EV parking spaces.
   9-Month Status: Staff continues to monitor potential grant opportunities.

5. Working with the Parking Committee, review and revise winter storm event vehicle impoundment protocols and citation structure.
   9-Month Status: The FY 2024 proposed budget includes a Program Change Request to establish a City operated impound lot at the Old Turnpike Road landfill to improve efficiency and effectiveness of towing operations during winter parking bans. Potential ordinance changes therewith will be forthcoming, as needed, prior to the 2023-2024 winter season.

6. Strategic Plan: a) Continue efforts to convert all reserved parking spaces at the School Street and Storrs Street Parking Garages from leases to permits; and b) Select and implement a web-based system for receiving and processing parking permit applications (i.e. on-street residential permits, parking garages, and encumbrance permits), as well as management of said permits, including invoicing.
   9-Month Status:
   a) The City continues to dialog with Capital Plaza Concord LLC, PRM Holdings, the Duprey Center LLC, Bindery Redevelopment LLC, Concord Hospital, and Capita Plaza Concord LLC to transition from leases to permits. Negotiations are ongoing.
   b) The City has engaged T2 Systems to develop the new on-line permitting module. Work remains ongoing, and the project is nearing completion.

Parking Fund

7. Implement the FY 2023 Capital Improvement Program as adopted by the City Council: a) CIP #403: Replace the enforcement vehicle; b) CIP #595: Replace all remaining mechanical meters to IPS smart meters and upgrade Flowbird "MP" kiosk pay station doors for continued reliability due to discontinuance of parts; and c) CIP #432: Design and construct comprehensive repairs for the State Street Parking Garage, or, alternatively, select and implement a replacement option for the facility.
   9-Month Status:
   a) CIP #503: The Division placed an order for a new enforcement vehicle. However, the order was later terminated due to supply chain challenges. The Division continues to explore options to replace this critical piece of equipment.
   b) CIP #595: In early December 2022, staff removed 159 single space meters throughout the Downtown area. The majority of these units were IPS Smart Meters. These will be reprogrammed and reinstalled to replace outdated mechanical meters. Work will be completed by June 30, 2023. Flowbird kiosk doors were replaced in March 2023.
   c) CIP #432: Working with its on-call structural engineer, staff continues to monitor the status of the garage. The structure continues to deteriorate. Given the $12.5+/- million cost to repair and renovate the State Street Garage, and anticipated useful life thereof, the FY 2024 Capital Improvement Program recommends completion of an updated Downtown Parking Study to determine whether sufficient parking supply would exist if the State Street Parking Garage were to be demolished and replaced with a surface parking lot. Specifically, the analysis will study a variety of factors related thereto, including development of the new 425+/- space Legislative Parking Garage and termination of on-street "bagged metered parking spaces" for the Legislature related thereto, potential conversion of the School Street and Storrs Street Parking Garages from leases to permits (thus expanding capacity), as well as construction of a new 70+/- space parking lot at the site of the State Street Parking Garage.

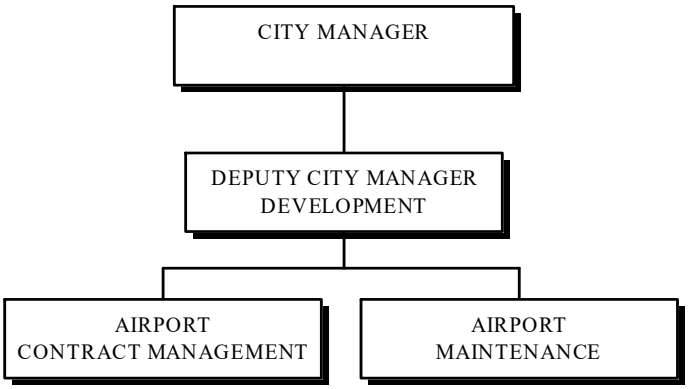
8. Support the Parking Committee with review of citizen requests and other ongoing initiatives.
   9-Month Status: During FY 2023, the Parking Committee, with assistance from staff, reviewed a variety of citizen requests related to parking rules and regulations. Items included parking at 72 Washington Street (Concord); Spruce Street narrow parking regulations; handicap parking on Warren Street near the YMCA; on-street parking issues on South Main Street (West Street to Langdon Avenue); Rumford Street (Penacook Street to North State Street), including unauthorized parking at the Blossom Hill Cemetery; on-street parking near the Hoit Road Marsh; as well as some two-hour parking zones on select streets in Penacook Village.

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	2023 Revised	2023 Projected	2024 Budget
Revenue	**$391,085**	**$455,300**	**$477,180**
Expense	**$485,602**	**$429,410**	**$473,594**
Net Income (Loss)		**$25,890**	**$3,586**
Beginning Working Capital		**$329,080**	**$354,970**
Ending Working Capital		**$354,970**	**$358,556**

Reserve

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

Airport Fund

Budget Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Mark-up	$37,138	$35,000	$35,000	$25,070	$25,000
Rental Income	$345,992	$349,535	$349,535	$418,720	$440,780
Investment Income	$377	$150	$150	$5,110	$5,000
Insurance Dist and Credits	$2,303	$0	$0	$0	$0
Airport Operators Grant	$6,267	$6,400	$6,400	$6,400	$6,400
Transfer In - Grts & Donations	$31,498	$0	$0	$0	$0
Total Revenue	**$423,575**	**$391,085**	**$391,085**	**$455,300**	**$477,180**
Expense					
Full Time	$86,745	$85,492	$85,492	$54,600	$84,930
Temporary	$189	$400	$400	$61	$400
Overtime	$5,689	$6,880	$6,880	$837	$7,140
Retirement	$13,089	$12,987	$12,987	$7,781	$12,458
FICA	$6,902	$6,914	$6,914	$4,236	$6,964
Beneflex	$25,205	$26,671	$26,671	$18,805	$24,006
Worker's Compensation	$2,205	$1,955	$1,955	$1,955	$1,660
Unemployment Insurance	$53	$40	$40	$39	$36
Business Expense	$0	$50	$50	$0	$0
Repairs and Maintenance	$12,732	$9,800	$9,800	$9,800	$9,800
Professional Services	$56,850	$54,415	$54,415	$54,415	$65,800
Communications	$2,018	$2,470	$2,470	$2,470	$3,340
Office Supplies	$0	$40	$40	$40	$40
Building Supplies	$26,545	$40,680	$40,680	$40,680	$40,680
Vehicle Fuel	$8,953	$9,371	$9,371	$9,372	$9,209
Electricity	$14,239	$12,820	$12,820	$13,030	$18,210
Natural Gas and Propane	$7,295	$7,480	$7,480	$8,000	$8,430
Water and Wastewater	$2,009	$1,510	$1,510	$2,370	$2,060
Property and Auto Insurance	$2,870	$3,100	$3,100	$3,100	$3,180
Liability Insurance	$7,101	$767	$767	$770	$800
Taxes - Real Estate	$39,904	$46,820	$46,820	$42,110	$43,490
Principal	$55,000	$50,000	$50,000	$50,000	$45,000
Interest	$15,476	$12,613	$12,613	$12,613	$10,320
Transfer Out - General	$75,560	$77,326	$77,326	$77,326	$75,641
Transfer Out -Grts & Donations	$425	$0	$0	$0	$0
Transfer Out - Gen Cap Proj	$10,000	$15,000	$15,000	$15,000	$0
Total Expense	**$477,055**	**$485,602**	**$485,602**	**$429,410**	**$473,594**

Rental Income represents 92% of Airport Fund revenue. Revenue estimates are based on existing leases and anticipated changes to leases expiring within the upcoming fiscal year.

Airport Fund

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Number of Based Planes	90	86	86	91

2024 Goals

1. Support development of United Therapeutics Corporation's new corporate hangar at Development Zone D3.
2. Complete negotiations with Concord Aviation Services to renew and extend agreements for Fixed Base Operator and Airport Manager services prior to June 30, 2024.
3. Continue to pursue additional opportunities to develop real estate at the Airport.
4. Continue to pursue grant opportunities to develop a new terminal building at the Airport.

2023 Goals Status

1. Continue to bank the FAA annual grant allocation with the goal of funding design of the Terminal in FY 2024 and construction in FY 2025.
   9-Month Status: In October 2022, the City applied for funding from the US FAA's terminal grant program for design of a new facility. The application was not successful. In March 2023, the City Council authorized staff to apply for two separate grants, totaling approximately $435,000, to design the new terminal and associated parking lot. These applications are currently pending.

2. Seek additional opportunities to develop land at the airport.
   9-Month Status: On January 1, 2023, the City renewed its lease agreement with the State of New Hampshire concerning a 25,350 SF parcel of land located at 91 Airport Road for the NH Department of Safety's hangar. The new lease has a five-year term. Base rent in the agreement has increased from $17,340 to $20,832 per year.

   On April 1, 2023, the City entered into a Lease Agreement with United Therapeutics Corporation, a publicly traded biotechnology company, concerning development of a new 36,000 SF corporate aircraft hangar on 2.88 acres of raw land located at Development Zone 3D. The Lessee shall be responsible for design, permitting, and construction of all on-site and off-site improvements associated with the project at its sole expense. The Lease has an initial term of 20 years, and can be extended for four additional five year terms, for a maximum total term of 40 years. The project has received required development permits and approvals. Construction is scheduled to commence in April 2023. The estimated cost of the project is approximately $20 million, including improvements to the abandoned runway by the Lessee to facilitate access to its new hangar. Estimated permitting fees to the City are approximately $140,000, combined. Once completed, the new hangar will generate approximately $102,000—$141,500 in property tax revenues annually. Over the 20 year initial term of the Agreement, lease revenues (excluding property taxes) will total more than $1,178,000.

   The City is currently in negotiations with the FAA to renew leased space within the terminal building.

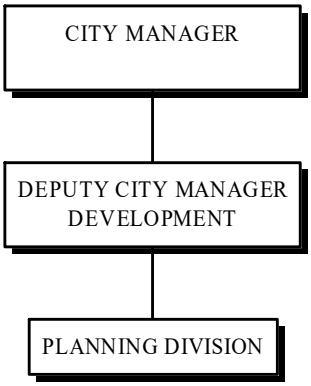
   The City continues to receive interest in the Airport and is currently in discussions with multiple parties concerning additional potential development.

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	2023 Revised	2023 Projected	2024 Budget
Revenue	**$94,785**	**$87,296**	**$130,449**
Expense	**$94,785**	**$81,411**	**$130,449**
Net Income (Loss)		**$5,885**	**$0**
Beginning Working Capital		**$81,356**	**$87,241**
Ending Working Capital		**$87,241**	**$87,241**

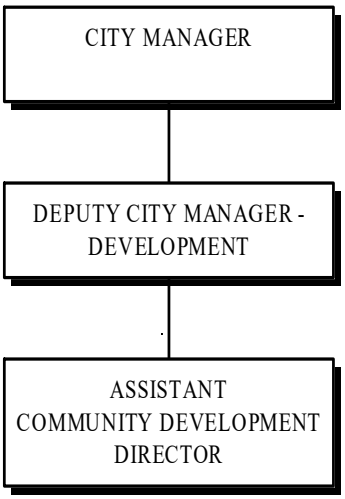
Budget Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Rental Income	$76,863	$60,760	$60,760	$87,296	$64,965
Use of Fund Balance	$0	$26,000	$26,000	$0	$55,000
Transfer In - Trust	$0	$8,025	$8,025	$0	$10,484
Total Revenue	**$76,863**	**$94,785**	**$94,785**	**$87,296**	**$130,449**
Expense					
Full Time	$5,881	$6,104	$6,104	$6,200	$6,672
Retirement	$827	$858	$858	$870	$902
FICA	$441	$461	$461	$470	$511
Beneflex	$813	$852	$852	$860	$902
Worker's Compensation	$7	$8	$8	$8	$10
Unemployment Insurance	$2	$2	$2	$3	$2
Business Expense	$24	$0	$0	$0	$0
Professional Services	$10,093	$37,500	$37,500	$25,000	$37,500
Grounds and Horticultural	$3,802	$23,000	$23,000	$22,000	$20,300
Transfer Out - General	$34,000	$26,000	$26,000	$26,000	$63,650
Total Expense	**$55,889**	**$94,785**	**$94,785**	**$81,411**	**$130,449**

Revolving Loan Fund

Mission:

To provide alternate sources of capital and gap financing to support housing, social service agency, and economic development projects and initiatives.

REVOLVING LOAN FUND
ORGANIZATIONAL CHART



The Revolving Loan Fund Program was established in 1983 and was initially capitalized with Community Development Block Grant funds. Community Development Advisory Committee is the entity responsible for reviewing and acting upon loan applications, as well as modifications to loan agreements. CDAC also reviews and makes recommendations to the City Council concerning periodic amendments to the Program Income Reuse Plan.

Core Responsibilities

1. Maintain, and periodically review / amend, the Program Income Reuse Plan ("PIRP") which serves as the eligibility and lending guidelines for the Revolving Loan Fund Program.

2. Receive and review loan applications for eligible housing, social service agency and economic development projects.

3. Manage Revolving Loan Fund to create long-term revenues to sustain and grow the program.

Revolving Loan Fund

Fund Summary	2023 Revised	2023 Projected	2024 Budget
Revenue	**$1,131,746**	**$64,080**	**$639,680**
Expense	**$1,131,746**	**$621,500**	**$639,680**
Net Income (Loss)		**($557,420)**	**$0**
Beginning Working Capital		**$1,146,910**	**$589,490**
Ending Working Capital		**$589,490**	**$589,490**

Budget Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Loan Repayments	$224,987	$0	$0	$55,000	$65,250
Investment Income	$1,102	$0	$0	$9,080	$0
Use of Fund Balance	$0	$1,131,746	$1,131,746	$0	$574,430
Total Revenue	**$226,089**	**$1,131,746**	**$1,131,746**	**$64,080**	**$639,680**
Expense					
Professional Services	$176	$5,000	$5,000	$21,500	$5,000
Postage	$23	$0	$0	$0	$0
Special Programs	$0	$1,126,746	$1,126,746	$600,000	$634,680
Total Expense	**$199**	**$1,131,746**	**$1,131,746**	**$621,500**	**$639,680**

Revolving Loan Fund

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Total Loans in Portfolio	16	12	13	14
2. Total Outstanding Principal Owed	$706,441	$510,176	$1,096,089	$1,075,000
3. Applications Received & Processed	-	-	1	1
4. Delinquent Loans	1	1	1	1

2024 Goals

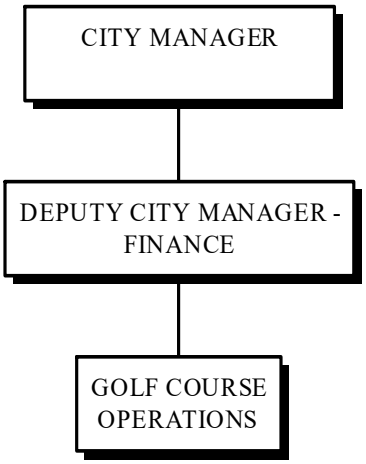
1. Subject to resolution of title issues, close on $335,000 loan to Top O' The Hill Manufactured Housing Cooperative for utility improvements which was originally approved in 2019.
2. Continue to make loans for impactful projects and initiatives associated with housing, social service agencies and economic development which serve to further the City's community development goals and objectives.

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	2023 Revised	2023 Projected	2024 Budget
Revenue	**$1,500,184**	**$1,812,793**	**$1,635,176**
Expense	**$1,498,566**	**$1,648,757**	**$1,634,176**
Net Income (Loss)		**$164,036**	**$1,000**
Beginning Working Capital		**$566,477**	**$730,513**
Ending Working Capital		**$730,513**	**$731,514**

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	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Camps	$25,625	$24,500	$24,500	$29,666	$27,100
Seasonal Passes	$300,143	$256,575	$256,575	$339,103	$312,705
Daily Fees	$518,455	$506,556	$506,556	$542,356	$555,426
Cart Rental	$236,807	$228,853	$228,853	$334,840	$249,900
Handicapping	$13,735	$11,250	$11,250	$13,625	$13,650
Driving Range	$82,273	$74,800	$74,800	$94,855	$83,965
League and Tournament Fees	$25,965	$44,200	$44,200	$67,550	$51,180
Golf Simulator Revenue	$78,787	$83,000	$83,000	$84,008	$90,000
Pro Shop Sales	$206,740	$159,000	$159,000	$229,168	$169,000
Concession Sales	$44,550	$46,200	$46,200	$46,200	$50,000
Rental Income	$12,242	$20,250	$20,250	$19,582	$22,750
Investment Income	$666	$0	$0	$7,980	$7,500
Use of Fund Balance	$0	$0	$45,000	$0	$0
Insurance Dist and Credits	$3,872	$0	$0	$1,890	$0
Other Revenue	$138	$0	$0	$1,970	$2,000
Total Revenue	**$1,549,996**	**$1,455,184**	**$1,500,184**	**$1,812,793**	**$1,635,176**

The majority of Golf Fund revenue is generated through fees charged for golfing activities which include seasonal passes, daily fees, cart rentals, and indoor simulator use. These revenue streams make up 74% of the Fund's revenue. Pro Shop Sales are the next largest revenue stream at approximately 10%. Revenues are projected using historical data.

Golf Fund

	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Full Time	$290,707	$345,796	$345,796	$370,350	$403,730
Part Time	$10,169	$19,063	$19,063	$21,063	$20,143
Temporary	$167,036	$162,761	$162,761	$159,163	$187,000
Overtime	$19,388	$25,520	$25,520	$20,118	$25,480
Allowance	$600	$1,800	$1,800	$800	$1,800
Retirement	$42,585	$52,207	$52,207	$54,900	$54,757
FICA	$36,917	$40,142	$40,142	$43,700	$46,453
Beneflex	$86,349	$105,351	$105,351	$110,290	$130,175
Worker's Compensation	$7,560	$6,256	$6,256	$6,256	$7,680
Unemployment Insurance	$461	$179	$179	$300	$222
Professional Development	$3,024	$10,140	$10,140	$7,335	$5,240
Business Expense	$447	$0	$0	$0	$0
Repairs and Maintenance	$24,867	$23,610	$23,610	$34,414	$23,614
Professional Services	$47,789	$48,200	$48,200	$46,960	$49,320
Software/Hardware Maintenance	$7,500	$12,620	$12,620	$12,100	$12,640
Advertising	$5,515	$6,750	$6,750	$5,244	$6,750
Rent	$52,975	$54,421	$54,421	$54,866	$49,421
Communications	$3,109	$2,882	$2,882	$2,882	$3,220
Office Supplies	$1,315	$4,000	$4,000	$2,495	$3,000
Departmental Supplies	$9,632	$6,500	$6,500	$22,300	$11,800
Auto Parts	$12,107	$18,000	$18,000	$17,568	$23,000
Grounds and Horticultural	$63,569	$82,000	$82,000	$80,866	$90,000
Building Supplies	$5,043	$4,000	$4,000	$4,000	$4,000
Uniforms	$2,036	$3,565	$3,565	$3,565	$3,565
COGS	$168,624	$110,000	$110,000	$191,627	$120,000
League and Tournament	$25,965	$44,200	$44,200	$67,550	$51,180
Vehicle Fuel	$12,306	$14,785	$14,785	$19,500	$17,278
Electricity	$30,983	$33,870	$33,870	$31,970	$41,310
Natural Gas and Propane	$9,365	$8,560	$8,560	$9,500	$10,010
Water and Wastewater	$5,451	$7,270	$7,270	$5,650	$5,750
Property and Auto Insurance	$1,150	$1,240	$1,240	$1,240	$1,270
Liability Insurance	$3,320	$4,195	$4,195	$4,195	$4,220
Other	$35	$0	$0	$0	$0
Capital Outlay - GL	$0	$0	$45,000	$42,300	$0
Principal	$65,700	$64,000	$64,000	$64,000	$78,300
Interest	$11,494	$15,023	$15,023	$15,030	$18,150
Transfer Out - General	$208	$111,660	$111,660	$111,660	$120,698
Transfer Out - Solid Waste	$3,000	$3,000	$3,000	$3,000	$3,000
Total Expense	**$1,238,300**	**$1,453,566**	**$1,498,566**	**$1,648,757**	**$1,634,176**

Golf Fund

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Number of Season Memberships	362	394	415	425
2. Number of rounds played	29,888	31,321	32,000	33,000
3. Number of unique web site visitors	86,232	87,434	89,200	90,500
4. Tent Rentals by Golf Event	9	15	18	22
5. Tent Rentals, Non-Golf	2	2	4	6

2024 Goals

1. Develop new programming to engage lapsed and new customers.
2. Increase tee sheet utilization efficiency.
3. Continue to focus on increased customer service, customer engagement and customer experience.
4. Continue updates to bunkers per the USGA Agronomist Report.
5. Continue with phase 5 of the irrigation project to include Holes #2, #9, and Putting. The project will include the central irrigation management system.
6. Continue to cultivate and produce naturalized areas and create pollinator areas throughout the golf course.

2023 Goals Status

1. Grow the game of golf locally through learn to play programs that focus on youth.
   9-Month Status: Our learn to play programs continue to have great success. Last year, we were able to provide four sold out adult classes that gave 40 new golfers the opportunity to learn golf through "Get Golf Ready." Junior camps once again sold out, with 48 kids having the opportunity to learn all about the game of golf. The PGA Junior League saw a spike in participation as well, with 42 players. The professional staff also saw an increase in the desire for one-on-one lessons and were teaching between 26-30 lessons a week.

2. Focus on increased pace of play through new starting and rangering procedures.
   9-Month Status: The pace of play has improved and feedback from members and customers has been positive.

3. Continue to focus on increased customer service, customer engagement and customer experience.
   9-Month Status: Staff is consistently meeting our customers' expectations. Our goal is to provide customer service that is quick, easy, personalized and enjoyable. We continue to take the time to understand the needs of our unique customer base and work hard to exceed their expectations.

4. Restore and manage Phase 1 of the tree project.
   9-Month Status: All in play areas of the cut were cleaned of debris, graded and seeded. All seeded areas are now established and will only require over seeding as naturalized areas mature. Areas adjacent to the #5 green and the #10 green, that were directly in play, were sodded and are fully established. New cart paths were constructed with proper turn arounds on Holes #5 and #11, as well as a walking path from the #10 green to the #11 tee, where tree work allowed for re-routing of paths. Maintenance staff have begun clearing overgrown brush along the brook on the #14 fairway to continue to open up views through the golf course. Maintenance staff continues to clear debris and existing deadfall from the out of play forested areas that were left after the cut. We will continue to evaluate all naturalized areas, adding wildflowers, pollinator plants and grasses, as areas mature over time.

5. Implement the next phase of the irrigation project, which includes holes 10, 17 and 18.
   9-Month Status: Design plans for Holes #1, #17 and #18 were received and approved. The contract to continue with Phase 6 has been signed with a start date in the spring and a completion date no later than July 15, 2023.

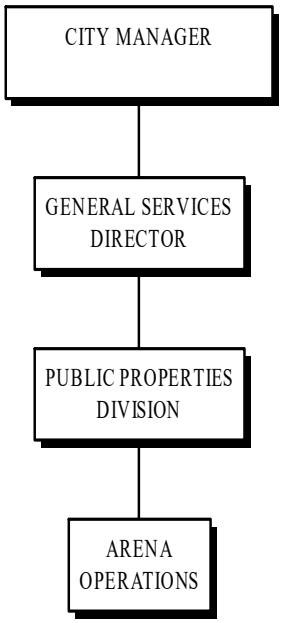
6. Continue with Phase 2 of the tree project, to include mitigation of hazardous trees and unhealthy trees on Holes #2, #15 and #16.
   9-Month Status: Phase 2 of the tree project was continued in the off season with the cutting and removal of approximately 150 hazardous and unhealthy trees between Holes #2 and #16. The trees were removed, all brush cleared, and the area has been left rough/finish graded. When weather permits, maintenance staff will final grade and seed the area. Several trees will be strategically planted in areas as needed. The Beaver Meadow Tree Donation Program will be utilized to purchase trees.

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	2023 Revised	2023 Projected	2024 Budget
Revenue	**$721,485**	**$751,683**	**$767,455**
Expense	**$744,051**	**$795,242**	**$822,299**
Net Income (Loss)		**($43,559)**	**($54,844)**
Beginning Working Capital		**$304,525**	**$260,966**
Ending Working Capital		**$260,966**	**$206,122**

Reserve

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

Arena Fund

Budget Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Pro Shop Sales	$39,906	$43,680	$43,680	$49,240	$49,250
Concession Sales	$68,235	$60,000	$60,000	$82,382	$82,300
Rental Income	$574,172	$579,105	$579,105	$581,065	$598,555
Investment Income	$262	$3,200	$3,200	$3,200	$3,200
Advertising	$39,425	$35,000	$35,000	$33,650	$33,650
Finance Charges	$1,881	$250	$250	$250	$250
Insurance Dist and Credits	$2,995	$0	$0	$0	$0
Other Revenue	$18,985	$250	$250	$1,896	$250
Transfer In - Grts & Donations	$179,596	$0	$0	$0	$0
Total Revenue	**$925,458**	**$721,485**	**$721,485**	**$751,683**	**$767,455**

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

	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Full Time	$186,305	$194,473	$194,473	$191,089	$204,610
Part Time	$113	$0	$0	$0	$0
Temporary	$61,503	$61,607	$61,607	$78,048	$78,892
Overtime	$5,818	$5,480	$5,480	$5,480	$5,690
Allowance	$600	$600	$600	$600	$600
Retirement	$27,716	$28,113	$28,113	$27,638	$28,454
FICA	$19,185	$19,818	$19,818	$19,750	$20,525
Beneflex	$41,564	$40,897	$40,897	$45,298	$52,804
Worker's Compensation	$4,969	$3,612	$3,612	$3,612	$4,460
Unemployment Insurance	$191	$117	$117	$117	$107
Professional Development	$450	$2,350	$2,350	$2,350	$2,350
Business Expense	$1,134	$1,355	$1,355	$1,355	$1,422
Repairs and Maintenance	$21,865	$26,824	$26,824	$27,174	$27,174
Professional Services	$6,904	$14,520	$14,520	$39,520	$18,440
Communications	$1,549	$1,640	$1,640	$1,500	$2,014
Office Supplies	$657	$550	$550	$550	$550
Departmental Supplies	$876	$5,120	$5,120	$5,120	$3,850
Auto Parts	$4,281	$5,120	$5,120	$5,120	$5,120
Building Supplies	$15,475	$19,220	$19,220	$19,220	$16,420
Uniforms	$844	$1,060	$1,060	$1,060	$1,180
COGS	$27,797	$29,809	$29,809	$39,309	$39,689
Electricity	$46,947	$47,600	$47,600	$47,680	$72,460
Natural Gas and Propane	$21,201	$24,000	$24,000	$24,000	$23,840
Water and Wastewater	$7,957	$8,550	$8,550	$8,040	$8,590
Property and Auto Insurance	$3,300	$3,590	$3,590	$3,590	$3,700
Liability Insurance	$1,830	$2,043	$2,043	$2,040	$2,200
Principal	$70,800	$82,900	$82,900	$82,900	$80,000
Interest	$35,966	$30,959	$30,959	$30,959	$27,850
Transfer Out - General	$75,101	$78,333	$78,333	$78,333	$85,518
Transfer Out - Solid Waste	$3,790	$3,790	$3,790	$3,790	$3,790
Total Expense	**$696,688**	**$744,051**	**$744,051**	**$795,242**	**$822,299**

Arena Fund

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Total Ice Rental Hours	1,498	1,630	1,647	1640
2. Show Rental Revenue	$14,031	$43,170	$44,000	$47,080
3. Public Ice Skating Attendance	6,620	10,767	11,601	11,900
4. Recreational Hockey Stick/Puck Attendance	1,136	1,295	1,520	1,550

2024 Goals

1. Continue to look for additional revenue opportunities.
2. Continue to work with the Recreation & Parks 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. Continue to explore additional energy saving measures for the arena.

2023 Goals Status

1. Continue to look for additional revenue opportunities.
   9-Month Status: The arena is looking into table and chair rental for arena events as a potential revenue source.

2. Continue to work with the Recreation & Parks 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.
   9-Month Status: Arena staff has been working with the Parks & Recreation Department, advisory committees and VHB to develop a master plan concept that includes one public input session in February and a second to be scheduled in April or May.

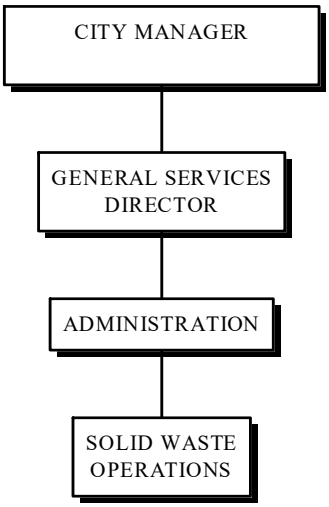
3. Continue to explore additional energy saving measures for the arena.
   9-Month Status: This fiscal year, the arena replaced the condenser with a larger model, which allows the refrigeration system to run with a lower head pressure, which, in turn, saves electricity.

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	2023 Revised	2023 Projected	2024 Budget
Revenue	**$4,582,697**	**$4,543,835**	**$5,189,666**
Expense	**$4,813,449**	**$4,812,368**	**$4,990,501**
Net Income (Loss)		**($268,533)**	**$199,165**
Beginning Working Capital		**$2,767,005**	**$2,498,472**
Ending Working Capital		**$2,498,472**	**$2,697,637**

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	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Other Permits	$900	$700	$700	$500	$700
Commercial Disposal	$1,168,584	$1,368,609	$1,368,609	$1,080,850	$1,388,320
DTSWRD - Downtown SW Rem Dist	$303,891	$290,368	$290,368	$348,590	$294,600
PAYT Bags	$1,373,156	$1,172,025	$1,172,025	$1,298,620	$1,500,190
PAYT Containers	$486,566	$488,064	$488,064	$550,530	$624,720
Contaminated Loads	$0	$500	$500	$500	$500
Cart Collection Program	$14,920	$14,400	$14,400	$16,240	$14,400
Motor Vehicle Waste Disposal	$124,251	$100,000	$100,000	$94,900	$100,000
Finance Charges	$3,390	$1,200	$1,200	$2,975	$1,200
Insurance Dist and Credits	$1,330	$0	$0	$420	$0
Other Revenue	$63,476	$300	$300	$380	$300
Household Waste	$5,970	$5,116	$5,116	$7,170	$5,116
School District Payments	$65,775	$65,025	$65,025	$65,770	$83,230
Transfer In - General	$1,061,588	$1,061,500	$1,061,500	$1,061,500	$1,161,500
Transfer In - Grts & Donations	$386,000	$0	$0	$0	$0
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	**$5,074,686**	**$4,582,697**	**$4,582,697**	**$4,543,835**	**$5,189,666**

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

	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Full Time	$155,924	$162,285	$162,285	$160,778	$167,821
Temporary	$0	$9,990	$9,990	$9,990	$10,060
Overtime	$12,460	$14,410	$14,410	$14,410	$14,950
Allowance	$600	$600	$600	$600	$600
Retirement	$23,777	$24,853	$24,853	$24,631	$24,730
FICA	$12,394	$13,944	$13,944	$14,166	$14,454
Beneflex	$48,912	$52,739	$52,739	$52,712	$52,645
Worker's Compensation	$3,536	$3,103	$3,103	$3,103	$3,390
Unemployment Insurance	$76	$96	$96	$88	$91
Professional Development	$564	$200	$200	$200	$1,700
Business Expense	$3,685	$3,650	$3,650	$3,650	$3,830
Repairs and Maintenance	$0	$300	$300	$300	$300
Professional Services	$4,129,683	$4,479,088	$4,479,088	$4,479,088	$4,594,190
Communications	$1,515	$1,390	$1,390	$1,370	$1,470
Electricity	$8,329	$8,880	$8,880	$9,360	$12,770
Property and Auto Insurance	$110	$140	$140	$140	$120
Principal	$17,000	$17,000	$17,000	$17,000	$17,000
Interest	$4,042	$3,532	$3,532	$3,532	$3,130
Transfer Out - General	$3,600	$3,600	$3,600	$3,600	$3,600
Transfer Out - Parking	$13,650	$13,650	$13,650	$13,650	$13,650
Transfer Out - Gen Cap Proj	-$250	$0	$0	$0	$50,000
Total Expense	**$4,439,608**	**$4,813,449**	**$4,813,449**	**$4,812,368**	**$4,990,501**

Solid Waste Fund

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Number of Tons Diverted from Traditional Disposal	4,929	5,294	5,350	5,500
2. Percentage of Citizen Request Items Resolved	99%	99%	99%	99%
3. Number of Households Services During Annual Household Hazardous Waste Collection	515	430	473	473

2024 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 City's SeeClickFix program in a timely manner.
3. Commence planning efforts in anticipation of the new Solid Waste contracts to begin at the end of the present Solid Waste contract.
4. Investigate efforts to increase diversion from traditional disposal.

2023 Goals Status

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
   9-Month Status: The City has methodically worked it's way through it's various recyclable streams, in concert with it's vendor, to address contamination. Education and outreach efforts are ongoing to ensure continued efforts to reduce contamination.

2. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the City's SeeClickFix program in a timely manner.
   9-Month Status: The City's See, Click, Fix request system provides an efficient means by which any missed stops or service issues may be addressed, in real time, directly with contractor dispatch teams.

3. Monitor the solid waste and recycling markets in preparation for a new waste collection and disposal contract.
   9-Month Status: The General Services Department issued disposal and collections Requests for Proposals in late 2022. Subsequent negotiations and City Council action have resulted in the award of disposal and collections contracts to commence on July 1, 2024. The new contracts involve a change in disposal method from landfilling to incineration at a Waste-to-Energy facility and involve a phased transition from manual to automated curbside collection.

Enterprise Funds

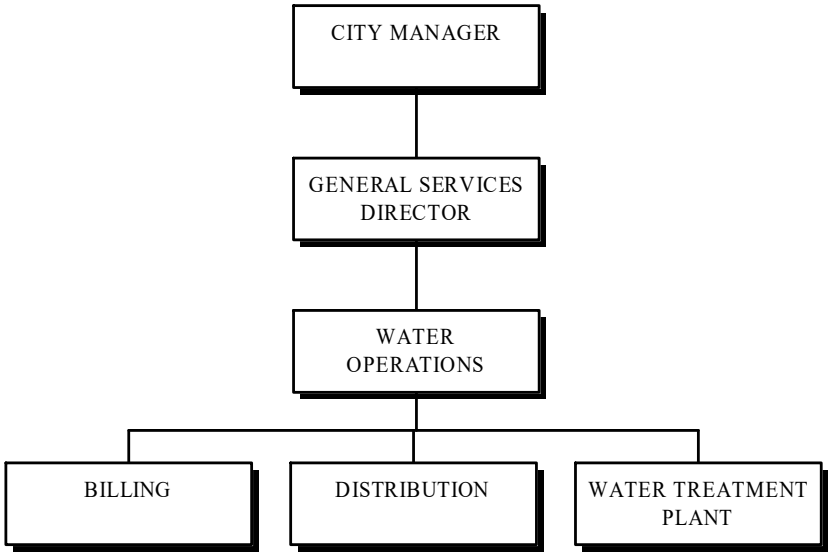
		2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue						
Water		$6,504,650	$6,651,768	$6,651,768	$6,822,593	$7,078,630
Wastewater		$9,440,091	$9,770,880	$9,770,880	$10,019,072	$10,490,933
	Sub Total	**$15,944,741**	**$16,422,648**	**$16,422,648**	**$16,841,665**	**$17,569,563**
Expense						
Water		$6,675,169	$7,131,295	$7,131,295	$7,246,169	$7,600,712
Wastewater		$8,501,619	$9,280,377	$9,280,377	$9,213,938	$10,555,787
	Sub Total	**$15,176,788**	**$16,411,672**	**$16,411,672**	**$16,460,106**	**$18,156,500**

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 treating water from Penacook Lake and removing any contaminants to meet all federal and state standards for water quality and treatment before distributing to customers.

Water Fund

Fund Summary	2023 Revised	2023 Projected	2024 Budget
Revenue	**$6,651,768**	**$6,822,593**	**$7,078,630**
Expense	**$7,131,295**	**$7,246,169**	**$7,600,712**
Net Income (Loss)		**($423,576)**	**($522,082)**
Beginning Working Capital		**$3,717,310**	**$3,293,734**
Ending Working Capital		**$3,293,734**	**$2,771,652**

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 4.5% rate increase is recommended for FY 2024.

Water Fund

Budget Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Fines and Penalties	$17,964	$27,500	$27,500	$27,500	$27,500
Sundry Services	$9,424	$15,000	$15,000	$15,000	$15,000
Water Usage	$4,789,213	$5,086,718	$5,086,718	$5,138,922	$5,415,730
Water Availability	$1,192,101	$1,192,210	$1,192,210	$1,192,210	$1,246,010
Private Fire Service	$121,413	$110,000	$110,000	$110,000	$110,000
Other Service Charges	$164,808	$152,500	$152,500	$152,500	$152,500
Testing Services	$2,815	$2,500	$2,500	$2,500	$2,500
Utility Investment Fee	$73,412	$20,000	$20,000	$82,710	$20,000
Investment Income	$7,083	$3,500	$3,500	$55,000	$50,000
Finance Charges	$20	$300	$300	$300	$300
Retiree Health Insurance	$41,704	$39,040	$39,040	$36,330	$36,590
Insurance Dist and Credits	$17,638	$0	$0	$0	$0
Other Revenue	$4,093	$2,500	$2,500	$9,621	$2,500
Transfer In - Grts & Donations	$62,963	$0	$0	$0	$0
Total Revenue	**$6,504,650**	**$6,651,768**	**$6,651,768**	**$6,822,593**	**$7,078,630**

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 Availability revenue is based on water meter size and is based on historical data. This revenue in conjunction with Water Usage revenue make up 93% of total revenue.

Water Fund

	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Full Time	$1,330,858	$1,393,378	$1,393,378	$1,391,933	$1,494,021
Part Time	$12,732	$13,463	$13,463	$13,463	$14,226
Temporary	$6,453	$14,870	$14,870	$14,942	$14,980
Overtime	$60,898	$63,040	$63,040	$64,038	$65,400
Allowance	$1,232	$1,200	$1,200	$1,200	$1,212
Retirement	$195,887	$204,870	$204,870	$204,659	$210,989
FICA	$103,763	$110,147	$110,147	$113,527	$117,985
Beneflex	$461,623	$506,130	$506,130	$531,037	$555,577
Retiree Health	$112,434	$121,560	$121,560	$103,340	$109,770
Worker's Compensation	$22,893	$20,870	$20,870	$20,854	$18,700
Unemployment Insurance	$806	$856	$856	$856	$784
Professional Development	$22,523	$21,345	$21,345	$21,345	$24,935
Business Expense	$2,869	$2,210	$2,210	$2,210	$2,320
Repairs and Maintenance	$200	$4,270	$4,270	$4,270	$4,270
Professional Services	$76,414	$182,820	$182,820	$182,820	$224,143
Communications	$8,368	$14,782	$14,782	$14,780	$8,170
Bond Costs	$2,856	$8,120	$8,120	$3,100	$25,000
Office Supplies	$34,384	$42,046	$42,046	$42,046	$3,986
Departmental Supplies	$152,533	$120,609	$120,609	$120,609	$125,399
Auto Parts	$10,436	$17,200	$17,200	$17,200	$17,200
Building Supplies	$2,618	$11,820	$11,820	$11,820	$12,650
Chemicals	$244,813	$302,880	$302,880	$422,200	$527,520
Vehicle Fuel	$22,850	$31,665	$31,665	$31,665	$28,793
Electricity	$164,696	$171,480	$171,480	$162,390	$227,380
Natural Gas and Propane	$16,408	$14,800	$14,800	$15,000	$15,880
Heating Oil and Kerosene	$5,077	$70,000	$70,000	$70,000	$70,000
Property and Auto Insurance	$30,330	$32,631	$32,631	$32,630	$33,750
Liability Insurance	$9,680	$11,329	$11,329	$11,330	$12,230
Taxes - Real Estate	$4,229	$6,000	$6,000	$6,000	$6,000
Capital Outlay - GL	$40,209	$124,000	$124,000	$124,000	$124,000
Principal	$1,608,502	$1,638,860	$1,638,860	$1,638,860	$1,640,030
Interest	$655,292	$573,437	$573,437	$573,437	$533,470
Transfer Out - Trust	$288,412	$260,000	$260,000	$260,000	$260,000
Transfer Out - General	$786,668	$811,382	$811,382	$811,382	$847,092
Transfer Out - Solid Waste	$4,350	$4,350	$4,350	$4,350	$4,350
Transfer Out - Gen Cap Proj	$22,375	$37,875	$37,875	$37,875	$63,500
Transfer Out - Water Capital	$148,500	$165,000	$165,000	$165,000	$155,000
Total Expense	**$6,675,169**	**$7,131,295**	**$7,131,295**	**$7,246,169**	**$7,600,712**

Water Fund

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Residential Per Capita Gallons Used per Day	89	79	78	75
2. Percentage of Turbidity Readings Below 0.1 NTUs	99%	99%	99%	99%

2024 Goals

1. Maintain fluoride optimization to 99%, receive optimization award from NHHHS.
2. Apply for and receive Penacook Lake Spillway rehabilitation grant.
3. Complete construction of Primrose Tank control building.

2023 Goals Status

1. Maintain fluoride optimization to 99%, receive optimization award from NHHHS.
   9-Month Status: Optimization achieved. Award for 2021 awarded to Concord (awards lag by two years).

2. Complete Penacook Lake spillway re-design.
   9-Month Status: On track for proposed design in fourth quarter of 2023.

3. Complete cyber security study and apply for Federal grant.
   9-Month Status: Study completed. Grant applied for and award received 2/23.

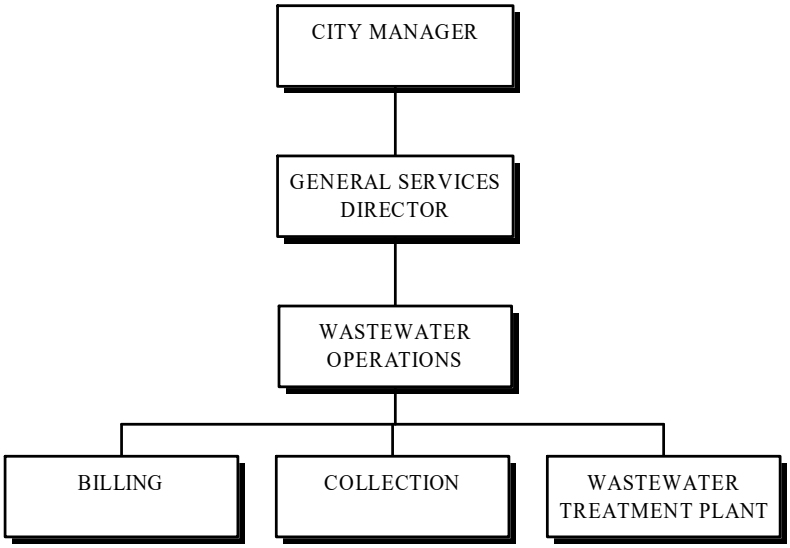
4. Complete solar project on two remote tank locations.
   9-Month Status: Ongoing. On track for completion in fourth quarter of 2023.

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	2023 Revised	2023 Projected	2024 Budget
Revenue	**$9,770,880**	**$10,019,072**	**$10,490,933**
Expense	**$9,280,377**	**$9,213,938**	**$10,555,787**
Net Income (Loss)		**$805,135**	**($64,854)**
Beginning Working Capital		**$5,835,444**	**$6,640,579**
Ending Working Capital		**$6,640,579**	**$6,575,724**

Reserve

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

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

A 5% rate increase is recommended for FY 2024.

Wastewater Fund

Budget Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Fines and Penalties	$24,378	$30,500	$30,500	$30,500	$30,500
Other Permits	$1,300	$1,500	$1,500	$1,500	$1,500
Other Service Charges	$0	$1,500	$1,500	$1,500	$1,500
Sewer Usage	$6,467,059	$7,020,495	$7,020,495	$6,608,715	$7,254,993
Sewer Fixed Charges	$1,565,106	$1,553,598	$1,553,598	$1,553,598	$1,646,030
Sewer Usage-Towns	$352,919	$340,000	$340,000	$366,348	$346,000
Leachate Processing	$433,524	$275,000	$275,000	$550,000	$400,000
Septage Processing	$287,358	$175,000	$175,000	$350,000	$275,000
Sludge Disposal	$90,100	$45,000	$45,000	$45,000	$45,000
Testing Services	$1,755	$1,600	$1,600	$1,600	$1,600
Utility Investment Fee	$64,531	$20,000	$20,000	$50,753	$20,000
Rental Income	$4,259	$4,190	$4,190	$2,625	$1,625
Investment Income	$7,351	$2,500	$2,500	$90,000	$90,000
Sale of Assets	$3,143	$0	$0	$630	$0
Finance Charges	$1,059	$500	$500	$500	$500
Retiree Health Insurance	$41,701	$39,040	$39,040	$36,330	$36,590
Insurance Dist and Credits	$24,488	$0	$0	$0	$0
Other Revenue	$82	$1,000	$1,000	$36,960	$1,000
Share of Debt Service	$69,979	$259,457	$259,457	$292,513	$339,095
Total Revenue	**$9,440,091**	**$9,770,880**	**$9,770,880**	**$10,019,072**	**$10,490,933**

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. Sewer Fixed Charges revenue is based on water meter size and is based on historical data. Sewer Fixed Charges in conjunction with Sewer Usage revenue make up 85% of total revenue.

Wastewater Fund

	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Expense					
Full Time	$1,555,101	$1,640,584	$1,640,584	$1,661,227	$1,742,990
Part Time	$23,086	$23,482	$23,482	$25,011	$25,063
Temporary	$6,795	$7,220	$7,220	$1,998	$7,270
Overtime	$80,192	$81,290	$81,290	$81,925	$84,340
Allowance	$1,982	$1,800	$1,800	$1,818	$1,812
Retirement	$229,091	$242,108	$242,108	$245,046	$247,235
FICA	$123,114	$130,258	$130,258	$135,395	$137,815
Beneflex	$504,695	$556,978	$556,978	$586,020	$607,786
Retiree Health	$112,433	$121,560	$121,560	$103,340	$109,770
Worker's Compensation	$29,390	$26,618	$26,618	$26,605	$27,470
Unemployment Insurance	$954	$1,016	$1,016	$1,017	$928
Professional Development	$10,421	$10,155	$10,155	$10,155	$10,155
Business Expense	$2,670	$2,436	$2,436	$2,436	$2,558
Repairs and Maintenance	$139,792	$193,950	$193,950	$195,212	$204,390
Professional Services	$961,991	$1,118,371	$1,118,371	$1,112,111	$1,149,561
Communications	$5,254	$11,990	$11,990	$11,990	$7,500
Postage	$10	$104	$104	$104	$110
Bond Costs	$12,062	$81,800	$81,800	$12,100	$52,000
Office Supplies	$36,070	$42,258	$42,258	$42,258	$3,986
Departmental Supplies	$85,089	$115,967	$115,967	$115,967	$121,827
Auto Parts	$25,690	$15,000	$15,000	$15,000	$15,000
Building Supplies	$11,295	$16,070	$16,070	$16,070	$16,070
Uniforms	$9,629	$11,674	$11,674	$11,674	$12,454
Chemicals	$110,344	$154,920	$154,920	$154,920	$415,920
Vehicle Fuel	$24,172	$49,487	$49,487	$49,487	$40,130
Electricity	$476,299	$484,510	$484,510	$459,270	$682,610
Natural Gas and Propane	$109,787	$112,490	$112,490	$109,500	$108,900
Solid Waste Disposal	$10,140	$10,400	$10,400	$10,400	$10,660
Property and Auto Insurance	$50,050	$54,098	$54,098	$54,098	$55,990
Liability Insurance	$10,140	$12,064	$12,064	$12,064	$14,430
Capital Outlay - GL	$42,118	$63,800	$63,800	$63,800	$63,800
Principal	$1,802,849	$1,949,328	$1,949,328	$1,949,328	$2,286,420
Interest	$657,866	$639,526	$639,526	$639,526	$868,590
Transfer Out - Trust	$199,531	$155,000	$155,000	$155,000	$155,000
Transfer Out - General	$975,392	$1,045,440	$1,045,440	$1,045,440	$1,147,998
Transfer Out - Solid Waste	$3,750	$3,750	$3,750	$3,750	$3,750
Transfer Out - Gen Cap Proj	$22,375	$37,875	$37,875	$37,875	$63,500
Transfer Out - Wastewater Cap	$40,000	$55,000	$55,000	$55,000	$50,000
Total Expense	**$8,501,619**	**$9,280,377**	**$9,280,377**	**$9,213,938**	**$10,555,787**

Wastewater Fund

Service Indicators	2021 Actual	2022 Actual	2023 Estimated	2024 Projected
1. Number of Wastewater Odor Complaints Addressed	1	0	0	2

2024 Goals

1. Meet the community's expectation for odor control.
2. Maintain competitive rates with comparable communities in New Hampshire.
3. Complete the installation of the division's first renewal energy project.
4. Institute cyber security upgrades for the division's SCADA systems.

2023 Goals Status

1. Meet the community's expectation for odor control.
   9-Month Status: The wastewater division continues to perform well with no odor complaints during FY 2023.

2. Maintain competitive rates with comparable communities in New Hampshire.
   9-Month Status: The wastewater division has experienced anticipated cost overruns in its chemical budget line. Through conservative spending and increased revenue projections, it is anticipated the fund will come in under budget for FY 2023.

3. Complete energy efficiency initiatives with a goal of 10% energy reduction within the division.
   9-Month Status: The division has experienced a 13% reduction in electrical usage since 2018, when the division began implementation of various energy efficiency measures.

4. Complete cyber security evaluation and necessary system upgrades.
   9-Month Status: The division has secured a $50,000 grant for the implementation of cyber security measures.

TIF Districts & CIP Summary

Budget Summary	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Capital Projects	$17,972,005	$18,253,020	$22,012,543	$21,014,088	$20,163,326
North End Opp Cor TIF District	$422,141	$442,848	$442,848	$482,042	$485,680
Sears Block TIF District	$1,368,303	$1,099,499	$1,099,499	$1,118,390	$1,179,070
Penacook Village TIF District	$204,947	$451,493	$451,493	$491,948	$651,920
Sub Total	**$19,967,395**	**$20,246,860**	**$24,006,383**	**$23,106,468**	**$22,479,996**
Expense					
Capital Projects	$18,309,397	$18,253,020	$22,012,543	$13,003,947	$20,163,326
North End Opp Cor TIF District	$234,071	$246,639	$246,639	$246,640	$248,395
Sears Block TIF District	$1,282,944	$1,277,990	$1,277,990	$1,271,224	$1,271,510
Penacook Village TIF District	$64,044	$448,370	$448,370	$446,555	$467,150
Sub Total	**$19,890,456**	**$20,226,019**	**$23,985,542**	**$14,968,366**	**$22,150,381**

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 333+/- acres of land. Since their inception, the City has made a combined investment of $41,982,010 in infrastructure improvements within these Districts, of which $20,803,500 were TIF funds and $21,178,510 were supported by other funding sources. These investments have served as a catalyst for $120,406,034 in new assessed value generated by several real estate development projects (FY 2024 estimate).

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

1) The **North End Opportunity Corridor Tax Increment Finance District (NEOCTIF)** was established on March 23, 1998, and most recently amended on April 14, 2014. This district was established to facilitate cleanup and redevelopment of the former Concord Lumber property and surrounding parcels in the vicinity of Horseshoe Pond and Exit 15 on Interstate 93. Since 1998, the City's total capital investment in the NEOCTIF District has been $7,796,200, of which $6,846,700 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 $50,751,800 in new private development (FY 2024 estimate). Presently, the NEOCTIF District encompasses approximately 68 acres.

2) The **Sears Block 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 $23,054,840, of which $9,232,000 were TIF funds. To date, this investment has served as a catalyst for $44,383,234 in new private development (FY 2024 estimate). This figure excludes properties located at 5-7 South State Street and 15 Pleasant Street, which are currently subject to RSA 79-E Community Revitalization Tax Relief abatements. Presently, the SBTIF District encompasses approximately 22 acres.

3) The **Penacook Village Tax Increment Finance District (PVTIF)** was established on June 14, 2010, and most recently amended on April 12, 2021. This district was established to facilitate cleanup and redevelopment of the former Allied Leather Tannery Site and surrounding properties in Penacook Village, as well as to foster development at Whitney Road. The City's total capital investment in the PVTIF District has been $15,017,315, of which $7,325,000 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. To date, the City's investment in TIF improvements has yielded $25,271,000 in new private development (FY 2024 estimate). Presently, the PVTIF District encompasses approximately 243 acres.

TIF Districts & CIP Summary

NEOCTIF Fund Summary	2023 Revised	2023 Projected	2024 Budget
Revenue	**$442,848**	**$482,042**	**$485,680**
Expense	**$246,639**	**$246,640**	**$248,395**
Net Income (Loss)		**$235,402**	**$237,285**
Beginning Working Capital		**$2,313,667**	**$2,549,069**
Ending Working Capital		**$2,549,069**	**$2,786,354**

NEOCTIF Fund Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Property Taxes	$419,774	$441,348	$441,348	$447,612	$455,680
Investment Income	$2,367	$1,500	$1,500	$34,430	$30,000
Total Revenue	**$422,141**	**$442,848**	**$442,848**	**$482,042**	**$485,680**
Expense					
Professional Services	$13,150	$25,129	$25,129	$25,129	$26,265
Principal	$30,000	$30,000	$30,000	$30,000	$30,000
Interest	$12,031	$10,831	$10,831	$10,832	$9,640
Transfer Out - General	$178,890	$180,679	$180,679	$180,679	$182,490
Total Expense	**$234,071**	**$246,639**	**$246,639**	**$246,640**	**$248,395**

TIF Districts & CIP Summary

North End Opportunity Corridor Tax Finance District

The FY 2024 projected total incremental assessed value of new development constructed within the NEOCTIF District is $50,751,800.

In FY 2006, 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 2006 was $16,462,800. In FY 2024, the City will allocate $33,496,188 of incremental assessed value created in the District, to support the City's General Fund and other taxing authorities. It is projected that the $33,496,188 of allocated assessed value will yield approximately $884,561 in revenues for the City's General Fund, as well as the Concord School District, Merrimack County, and State of New Hampshire, combined.

The remaining $17,225,080 of incremental assessed value created in the NEOCTIF shall be retained to support the District's debt service and operating costs, as well as grow working capital to support future investments within the District. Future investments may include CIP #18 Storrs Street North Extension (Storrs Street to Constitution Avenue), as well as that portion of CIP #543 Merrimack River Greenway Trail, which may traverse through the NEOCTIF District for the purposes of connecting Terrill Park to the Northern Main Line Railroad corridor at Horseshoe Pond Lane.

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 negotiations with CSX Railways and the State of New Hampshire regarding modifications to railroads associated with the Storrs Street North project.

The exact route and potential timing of the Merrimack River Greenway Trail (CIP #543) extension through the NEOCTIF District are also subject to a variety of factors.

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 NEOCTIF supported 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 #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.

TIF Districts & CIP Summary

SBTIF Fund Summary	2023 Revised	2023 Projected	2024 Budget
Revenue	**$1,099,499**	**$1,118,390**	**$1,179,070**
Expense	**$1,277,990**	**$1,271,224**	**$1,271,510**
Net Income (Loss)		**($152,834)**	**($92,440)**
Beginning Working Capital		**$539,410**	**$386,576**
Ending Working Capital		**$386,576**	**$294,136**

SBTIF Fund Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Property Taxes	$1,073,442	$1,099,249	$1,099,249	$1,110,730	$1,172,070
Investment Income	$511	$250	$250	$7,660	$7,000
Other Revenue	$278,000	$0	$0	$0	$0
Transfer In - SBTIF Cap	$16,350	$0	$0	$0	$0
Total Revenue	**$1,368,303**	**$1,099,499**	**$1,099,499**	**$1,118,390**	**$1,179,070**
Expense					
Professional Services	$2,900	$25,108	$25,108	$19,540	$19,740
Bond Costs	$7,176	$0	$0	$0	$0
Electricity	$516	$250	$250	$0	$0
Natural Gas and Propane	$0	$450	$450	$0	$0
Water and Wastewater	$0	$500	$500	$0	$0
Principal	$298,200	$370,000	$370,000	$370,000	$393,700
Interest	$90,203	$127,648	$127,648	$127,650	$120,300
Transfer Out - Trust	$117,774	$0	$0	$0	$0
Transfer Out - General	$446,635	$437,273	$437,273	$437,273	$428,960
Transfer Out - Parking	$319,540	$316,761	$316,761	$316,761	$308,810
Total Expense	**$1,282,944**	**$1,277,990**	**$1,277,990**	**$1,271,224**	**$1,271,510**

TIF Districts & CIP Summary

Sears Block Tax Finance District

The FY 2024 projected total incremental assessed value of new development constructed within the Sears Block TIF (SBTIF) District is $44,383,234.

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 that has been constructed since its establishment in 2003, but excludes those properties currently receiving RSA 79-E Community Revitalization Tax Relief Incentives. Such properties include 5-7 South State Street and 15-17 Pleasant Street (RSA 79-E is projected to expire on March 31, 2025 for both, respectively).

Since its inception in 2003, the City has appropriated $23,054,480 for infrastructure improvements and other investments within the District. Of this total, $9,232,000 were TIF funds, and $13,822,840 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 (CIP #460), installation of underground utilities on South Main Street, as well as acquisition and environmental abatement of the former NH Employment Security property at 32 South Main Street.

The FY 2024 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 2024, the SBTIF will transfer $428,960 to the General Fund, as follows:

1) $24,150 in Administrative Fees associated with management and administration of the SBTIF District.
2) $160,800 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) $43,130 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) $200,880 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 $308,810 to the Parking Fund in FY 2024. 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, respectively.

When the SBTIF District was first established in 2003, it was anticipated that it would terminate when debt service was to be fully repaid in FY 2027. This date was subsequently extended to FY 2042 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, $2.5 million in bonded debt for the construction of CIP #460 Downtown Complete Streets Project, and $150,000 to support utility improvements associated with the Bank of NH Stage / Arts Alley Projects. This date may fluctuate depending upon future development in the District creating incremental value, or additional investments in infrastructure improvements supported by the District.

Subject to future development and potential future TIF supported capital investments in the District, it is anticipated that the SBTIF will begin releasing a portion of the captured assessed value, and property tax revenues related thereto, in FY 2027 to support the City's General Fund, as well as the Concord School District, Merrimack County and State of New Hampshire.

TIF Districts & CIP Summary

PVTIF Fund Summary	2023 Revised	2023 Projected	2024 Budget
Revenue	**$451,493**	**$491,948**	**$651,920**
Expense	**$448,370**	**$446,555**	**$467,150**
Net Income (Loss)		**$45,393**	**$184,770**
Beginning Working Capital		**$382,164**	**$427,557**
Ending Working Capital		**$427,557**	**$612,327**

PVTIF Fund Detail	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Property Taxes	$202,122	$448,645	$448,645	$458,620	$639,550
Recording Fees	$81	$0	$0	$0	$0
Investment Income	$2,744	$500	$500	$30,980	$10,000
Other Revenue	$0	$2,348	$2,348	$2,348	$2,370
Total Revenue	**$204,947**	**$451,493**	**$451,493**	**$491,948**	**$651,920**
Expense					
Professional Services	$21,397	$42,234	$42,234	$45,259	$59,650
Departmental Supplies	$0	$5,000	$5,000	$3,000	$5,000
Electricity	$0	$2,000	$2,000	$1,000	$1,300
Water and Wastewater	$0	$2,000	$2,000	$160	$480
Principal	$25,000	$218,100	$218,100	$218,100	$220,000
Interest	$6,427	$139,521	$139,521	$139,521	$131,060
Transfer Out - Trust	$0	$25,000	$25,000	$25,000	$35,000
Transfer Out - General	$11,220	$14,515	$14,515	$14,515	$14,660
Total Expense	**$64,044**	**$448,370**	**$448,370**	**$446,555**	**$467,150**

TIF Districts & CIP Summary

Penacook Village Tax Increment Finance District

The FY 2024 projected total incremental assessed value of new real estate development within the Penacook Village TIF (PVTIF) District is $25,271,000. This amount is captured by the PVTIF District and is available to support the District's operating, administration, and debt service costs. This incremental assessed value is largely associated with the Penacook Family Physicians medical office building located at 4 Crescent Street, Caleb Development Corporation's Penacook Landing housing development located at 33-35 Canal Street, as well as new development associated with the Merchants Way project located at 1 Whitney Road.

The City's total capital investment in the PVTIF District to date is $15,017,315, of which $7,325,000 was directly supported by the TIF District. This figure 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's "Penacook Landing" affordable housing development. This figure also includes funds appropriated by the City Council for CIP #30 Hoit Road (US Route 4) / Whitney Road Intersection Improvement Project to support the "Merchant's Way" development located at 1 Whitney Road, as well as CIP #567 Canal Street Riverfront Park.

Due to the District's success, in FY 2023 the PVTIF began releasing 10% of its captured incremental assessed value to support the City's General Fund, Merrimack Valley School District, Merrimack County, and State of New Hampshire. In FY 2024, this figure shall increase to 15%, which equates to approximately $3,790,650 of captured incremental assessed value to be released, which is projected to generate $112,865 of property tax revenue for these entities, combined (up from $49,850 in FY 2023). Subject to future development and capital investments within the PVTIF, it is anticipated this amount will increase over time.

In FY 2023, the PVTIF began reimbursing the City's Economic Development Reserve (EDR) Fund for past investments which it financed within the District primarily associated with redevelopment of the Allied Leather Tannery ("Penacook Mill") site. This practice will continue in FY 2024 with an installment payment of $35,000 (up from $25,000 in FY 2023). The total outstanding principal and interest balance owed to the EDR Fund is $711,162. Annual payments will increase incrementally over time, and it is anticipated the EDR Fund will be fully repaid by FY 2032. Repayment of the EDR Fund is expressly included in the PVTIF District's Development Program and Financing Plan, and shall be undertaken in accordance therewith.

On September 18, 2019, the City sold 2.5 acres of the former Allied Leather Tannery site located at 33-35 Canal Street to the Caleb Development Corporation for $540,000. As part of that transaction, the City retained a 1.5 acre parcel located at 11 Canal Street for a new riverfront park. The property features 500' of frontage on the Contoocook River. Originally conceived in the 1986 Penacook "Sense of Place" Master Plan, the concept of the Canal Street Riverfront Park was also included in the 2004 Penacook Mill Visioning Charrette Plan and 2015 Penacook Village Master Plan. It is presently included in the Capital Improvement Program as part of CIP #567.

Development of CIP #567 was included in the PVTIF Development Program and Financing Plan, which was readopted by the City Council on April 12, 2021. In FY 2022, the City Council appropriated $110,000 of recreational impact fees to design and permit the new Canal Street Riverfront Park. In FY 2023, $1,247,760 was appropriated for construction, excluding asterisked funds. The FY 2024 CIP includes $2,012,071 to fully fund construction, of which $1,500,000 are PVTIF supported bonds and notes, $500,000 are Land and Water Conservation Fund grants, and $12,071 are recreational impact fees. Combined, the City's total investment in the new Canal Street Riverfront Park is $3,259,831, of which $2,525,000 (or 77%) will be funded by the PVTIF District. Presently, it is anticipated that construction will begin in FY 2024 and be completed in FY 2025. Currently, the projected operating costs for the new park in Year 1 of operation are approximately $33,000.

The FY 2024 Capital Improvement Program also includes $75,000 of PVTIF capital transfer funds to evaluate and develop design alternatives for the partially collapsed culvert over Burnham Brook. Replacement of the culvert, which is currently privately owned but located within a City easement for future extension of Whitney Road south to Sewalls Falls Road, as contemplated in CIP #502, will be integral for the said roadway project. The culvert is located within the PVTIF District. Negotiations with Winwaste regarding the status of the culvert are ongoing.

TIF Districts & CIP Summary

In accordance with its Development Program and Financing Plan, the PVTIF District shall terminate when the purposes for which the District was established are fulfilled, and all debt service supported by the District is fully satisfied. Including appropriations for CIP #30, as well as proposed PVTIF appropriations for CIP #567, the projected termination date for the Penacook Village Tax Increment Finance District is currently FY 2044. 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

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 Special Revenue and 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 2024 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, and special revenue and 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 of 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 (TIF) may also be asterisked if said projects require amendments to the respective TIF district's development program and financing plan. Funding commitments for the ensuing "out years" of the CIP (FY 2023 – 2031) shall 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 10 year planning horizon and are generally associated with the routine maintenance or replacement of existing vehicles, equipment, and other assets. Non-recurring projects are those which create a new asset or facility, or substantially replace an existing one, thus potentially necessitating new or increased operating and maintenance costs, or creation of new or expanded revenues for the City. Estimated revenues and expenditures associated with capital projects are carried in the operating fund's pro forma. As projects advance through the 10 year CIP towards funding and implementation, project specifications become refined and potential costs and revenues are updated accordingly.

Estimated revenues and expenditures are finalized during the design and permitting phase for larger capital facilities. Once a project is scheduled to come online in a given fiscal year, said revenues and expenditures are entered into the budget through the Program Change Request (PCR) process. PCRs associated with capital improvement projects, as well as the operating budget, are identified in Appendix B of the budget book.

The proposed FY 2024 CIP runs from FY 2024 to FY 2033. 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 FY 2024 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, which immediately follows this section, contains the capital appropriation by funding source for this fiscal year's budget appropriation.

TIF Districts & CIP Summary

Selection and Prioritization of Capital Projects

In accordance with past practice, capital projects proposed for funding and implementation in FY 2024 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 maintenance of 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;
6) Project shall result in the completion of the final phase of a previously initiated capital project; or,
7) Project implements a City Council goal or priority.

TIF Districts & CIP Summary

Appropriations by Funding Source

	2024 Budget
General / G.O. Bonds	7,310,000
Parking / G.O. Bonds	120,000
Airport / G.O. Bonds	195,000
Golf / G.O. Bonds	50,000
Arena / G.O. Bonds	20,000
Water / G.O. Bonds	1,230,000
Sewer / G.O. Bonds	3,453,000
Trans From General / Capital Transfer	586,000
Trans From Solid Waste / Capital Transfer	50,000
Trans From Water / Capital Transfer	218,500
Trans From Sewer / Capital Transfer	113,500
Trans From Impact Fee Fund / Rec District 1	12,071
Trans From Impact Fee Fund / Rec District 4	8,775
Trans From Impact Fee Fund / Traf District 3	8,480
Trans From Other / Tax Increment Financing	1,575,000
Trans From Other / Federal	500,000
Trans From Other / State	240,000
Trans From Trust / Equip Replace Reserve	560,000
Trans From Trust / Highway Reserve	3,462,000
Trans From Trust / Other	451,000
Sub Total	**20,163,326**

Repurposing by Funding Source

General / Capital Close-out	299,140
Airport / Capital Close-out	4,470
Water / Capital Close-out	1,154
Sewer / Capital Close-out	1,551,346
Sub Total	**1,856,110**
Total	**22,019,436**

TIF Districts & CIP Summary

Appropriations and Repurposing by Department		2024 Budget
City Manager /Operation		
432	State Street Parking Garage (Formerly Firehouse Block)	$75,000
567	Penacook Riverfront Parks	$2,012,071
596	Surface Lots	$45,000
Sub Total		**$2,132,071**
Assessing		
639	Full Measure and List	$385,000
Sub Total		**$385,000**
Finance Purchasing		
631	Multi-Function Photocopy Machines	$44,000
Sub Total		**$44,000**
Information Technology		
2	Information Technology Hardware & Software Replacement	$330,000
302	Enterprise Wide Information Systems Applications	$147,500
Sub Total		**$477,500**
Police - Operations		
484	Police Station Improvements	$200,000
575	Police Vehicle & Equipment Replacement	$280,000
630	Police Computer Crimes Hardware and Equipment	$16,000
643	Police Headquarters (New)	$75,000
Sub Total		**$571,000**
Fire		
4	Fire Department Vehicle Replacement	$1,357,181
252	Fire Station Improvements	$80,000
376	Fire Department Hose & Equipment Replacement	$30,000
527	Fire Department EMS Equipment Replacement	$275,000
573	Fire Department Personnel Protective Equipment	$35,000
Sub Total		**$1,777,181**
GS-Highway / Utilities		
78	Annual Highway Improvement Program	$3,122,000
121	Vehicle & Equipment Replacement Program	$1,743,000
644	Street Tree Planting	$20,000
646	Planter Box Fencing	$95,000
Sub Total		**$4,980,000**

TIF Districts & CIP Summary

		2024 Budget
GS-Public Properties		
64	Arena Improvements	$69,325
65	City Hall Renovations	$376,846
75	General Airport Repairs	$199,470
323	Combined Operations & Maintenance Facility Improvements	$270,000
551	Library Maintenance	$150,000
636	Electric Vehicle (EV) Charging Stations	$75,000
Sub Total		**$1,140,641**
GS-Solid Waste		
381	Landfill Closure and Maintenance	$50,000
Sub Total		**$50,000**
GS-Water		
88	Water Plant Improvements	$125,000
124	Water System SCADA Improvements	$30,000
244	Water Meter Replacement Program	$375,000
347	Water Storage Tank Repairs	$75,000
Sub Total		**$605,000**
GS-Sewer		
104	Hall Street Waste Water Treatment Plant Improvements	$2,201,346
275	Sewer Pump Station Improvements	$300,000
466	Penacook Waste Water Treatment Plant Improvements	$50,000
Sub Total		**$2,551,346**
CD-Engineering Services		
17	Sidewalk, Bikeway and Streetscape Improvements	$1,090,000
31	Broadway / West Street Intersection Improvements (McKee Square)	$275,671
36	Manchester Street / Route 3 South	$300,000
83	Storm Water Improvements	$627,199
85	Water Main Replacement	$551,154
91	Sewer Main Rehabilitation and Construction	$1,950,000
283	Traffic Signals and Traffic Operations Improvements	$60,000
297	Geographic Information Systems (GIS)	$10,500
380	Neighborhood Safety Improvements	$40,000
518	Bridge and Dam Maintenance / Repairs	$230,000
520	Intersection Safety Improvements	$110,000
656	River Bank Stabilization Projects	$400,000
658	Concord Coach Display	$100,000
Sub Total		**$5,744,524**

TIF Districts & CIP Summary

		2024 Budget
Rec-Grounds		
52	Keach Park	$383,775
60	Kiwanis (Waterfront) Park	$200,000
235	Golf Course Grounds Improvements	$326,398
530	Golf Course Equipment	$35,000
569	Parks and Cemeteries Small Turf Equipment	$100,000
587	Cemetery Improvements	$516,000
Sub Total		**$1,561,173**
Total		**$22,019,436**

TIF Districts & CIP Summary

Capital Improvement Program 2023-2032

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
31	Broadway / West Street Intersection Improvements (McKee Square)	CD-Engineering Services
36	Manchester Street / Route 3 South	CD-Engineering Services
43	Garvins Falls Development Area	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
230	Opticom Replacement	Fire
235	Golf Course Grounds Improvements	Rec-Grounds
244	Water Meter Replacement Program	GS-Water

TIF Districts & CIP Summary

Project #	Title	Department
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
302	Enterprise Wide Information Systems Applications	Information Technology
305	Fire Department Communications Equipment	Fire
321	Water System Master Plan & Implementation	GS-Water
323	Combined Operations & Maintenance Facility (COMF) Improvements	GS-Public Properties
335	Thermal Imaging Cameras	Fire
345	Water Supply Well Field Maintenance	GS-Water
347	Water Storage Tank Repairs	GS-Water
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 and Equipment Replacement Program	Police - Operations
410	Sewer Video Inspection Equipment	GS-Sewer
432	State Street Parking Garage (Formerly Firehouse Block)	City Manager /Operation
433	School Street Parking Garage (Formerly Durgin Block)	City Manager /Operation
443	City-Wide Community Center	Rec-Grounds
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
514	Airport Parking Lot Improvements	CD-Engineering Services
515	Golf Course Winter Recreation Improvements	Rec-Grounds

TIF Districts & CIP Summary

Project #	Title	Department
518	Bridge and Dam Maintenance / Repairs	CD-Engineering Services
519	Manchester Street/Old Turnpike Road Intersection Improvements	CD-Engineering Services
520	Intersection Safety Improvements	CD-Engineering Services
521	Police Firearms Range Improvements	Police - Operations
522	Patrol Rifle Replacements	Police - Operations
525	Telephone System Replacement Program	Information Technology
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
536	Hangar Replacement	CD-Engineering Services
541	Regional Drive/Chenell Drive Intersection Improvements	CD-Engineering Services
543	Merrimack River Greenway Trail Project	Rec-Grounds
551	Library Maintenance	GS-Public Properties
555	Handgun Replacement	Police - Operations
560	Fire Training Facility	Fire
561	Fire Alarm Infrastructure Replacement	Fire
563	Master Plan Update	CD-Community Planning
567	Penacook Riverfront Parks	City Manager /Operation
569	Parks and Cemeteries Small Turf Equipment	Rec-Grounds
570	Pleasant/Warren/Fruit Intersection Roundabout	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
591	Sidewalk Cleanliness	GS-Public Properties
594	New Central Fire Station	Fire
595	Parking Meters	Police - Operations
596	Surface Lots	City Manager /Operation
597	Parking Beacons	Police - Operations
599	Zoning Update	CD-Community Planning
600	Impact Fee Ordinance Update	CD-Community Planning
601	Design Guidelines Update	CD-Community Planning

TIF Districts & CIP Summary

Project #	Title	Department
602	Iron Works Road Bridge Replacement Project	CD-Engineering Services
611	Eastman Street Retaining Wall	CD-Engineering Services
615	Fiber System Replacement	Information Technology
618	Unmanned Aerial System (UAS)	Police - Operations
620	Police Department Security Fencing	Police - Operations
621	Police Department Booking Room Renovations	Police - Operations
627	Parking Strategic Plan	City Manager /Operation
629	Police Body Worn Cameras and In-Car Video	Police - Operations
630	Police Computer Crimes Hardware and Equipment	Police - Operations
631	Multi-Function Photocopy Machines	Finance Purchasing
636	Electric Vehicle (EV) Charging Stations	GS-Public Properties
639	Full Measure and List	Assessing
643	Police Headquarters (New)	Police - Operations
644	Street Tree Planting	GS-Highway / Utilities
645	Police Department RMS/CAD Upgrade	Police - Operations
646	Planter Box Fencing	GS-Highway / Utilities
647	Inflow & Infiltration Removal	CD-Engineering Services
656	River Bank Stabilization Projects	CD-Engineering Services
658	Concord Coach Display	CD-Engineering Services

City of Concord, New Hampshire

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

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Base Value for Debt Limits (1)	$ 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	$ 4,574,864,938	$ 4,995,493,062	$ 5,606,823,125
Legal Debt Limits (% of Base Value)										
General - 1.75% thru 1998, 3% 1999 on (2)	$ 116,324,405	$ 121,515,405	$ 117,358,832	$ 120,054,278	$ 120,990,219	$ 126,735,492	$ 132,026,516	$ 137,245,948	$ 149,864,792	$ 168,204,694
Water - 10% (2)	$ 387,748,017	$ 405,051,351	$ 391,196,107	$ 400,180,926	$ 403,300,731	$ 422,451,641	$ 440,088,388	$ 457,486,494	$ 499,549,306	$ 560,682,313
Issued Debt at June 30										
Total Issued Debt at June 30	$ 69,162,800	$ 72,161,009	$ 76,554,459	$ 81,679,007	$ 87,421,100	$ 94,920,956	$ 98,135,097	$ 101,593,459	$ 96,326,305	$ 98,383,803
Less Water Fund	(12,802,341)	(12,718,866)	(12,909,306)	(14,595,612)	(15,444,901)	(15,950,744)	(15,599,418)	(18,448,862)	(17,710,255)	(16,637,453)
Less Sewer Fund (3)	(14,819,785)	(14,228,732)	(13,770,736)	(16,861,971)	(18,225,019)	(19,429,743)	(19,740,561)	(18,395,589)	(17,712,040)	(18,139,041)
Less Tax Increment Debt (3)	(8,965,400)	(8,095,400)	(7,947,200)	(7,206,400)	(6,601,400)	(5,981,400)	(5,501,400)	(4,831,400)	(3,546,570)	(8,420,470)
Less Landfill Debt (3)	(442,001)	(218,732)	-	-	-	-	-	-	-	-
Authorized Unissued at June 30										
Total Authorized Unissued Debt at June 30	5,495,000	10,462,220	3,209,305	14,827,958	16,769,126	13,849,075	9,009,326	4,912,426	10,152,106	6,555,626
Less Golf Fund	(80,000)	(60,000)	(93,000)	(60,000)	(3,000)	(3,000)	-	-	-	-
Less Arena Fund	-	-	-	-	(76,500)	(3,000)	-	-	-	-
Less Solid Waste Fund	-	-	-	-	-	-	-	-	-	-
Less Water Fund	-	-	(136)	(36,500)	(136,500)	(36,500)	(791,700)	(36,500)	(361,500)	-
Less Sewer Fund (3)	-	-	-	(36,500)	(136,500)	(36,500)	(356,500)	(36,500)	(36,500)	(3,040,000)
Less Tax Increment Debt (3)	-	-	-	-	-	-	-	-	-	-
Total Debt Subject to general limit	$ 37,548,273	$ 47,301,499	$ 45,043,386	$ 57,709,982	$ 63,566,406	$ 67,329,144	$ 65,154,844	$ 64,757,034	$ 67,111,546	$ 58,702,465
Legal Debt Margin										
General	78,776,132	74,213,906	72,315,446	62,344,296	57,423,813	59,400,348	66,871,672	72,488,914	82,753,246	109,502,229
Water Fund	374,945,676	392,332,485	378,286,665	385,548,813	387,719,330	406,464,397	423,697,270	439,001,132	481,477,551	544,044,860
% of Legal Debt Limits Used										
General	32.3%	38.9%	38.4%	48.1%	52.5%	53.1%	49.3%	47.2%	44.8%	34.9%
Water Fund	3.3%	3.1%	3.3%	3.6%	3.8%	3.8%	3.5%	4.0%	3.5%	3.0%

Data Source:
Audited Financial Statements

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

City of Concord, New Hampshire

Ratios of Outstanding Debt by Debt Type

Last Ten Fiscal Years

Fiscal Year	Governmental Activities: Bonds and Unamortized Premiums	Governmental Activities: Capital Leases	Business-Type Activities: Bonds and Unamortized Premiums	Total Primary Government	Per Capita	Percentage of Personal Income	Percentage of Estimated Actual Taxable Value of Property
2022	$ 68,451,161	$ 677	$ 37,304,999	$ 105,756,837	$ 2,403	6.46%	2.07%
2021	64,741,813	3,998	37,957,428	102,703,239	2,335	6.53%	2.22%
2020	67,845,016	13,593	38,956,607	106,815,216	2,448	7.22%	2.46%
2019	65,295,547	23,188	36,976,773	102,295,508	2,356	7.29%	2.45%
2018	60,259,916	32,783	37,920,176	98,212,875	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%

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
2022	$ 3,217,759,281	$1,713,136,711	$ 270,280,900	$5,201,176,892	$ 97,267,636	$ 5,103,909,256	$ 22.86	$ 5,606,823,125	92.8%
2021	2,830,551,174	1,654,802,768	239,004,500	4,724,358,442	91,557,083	4,632,801,359	24.32	4,995,493,062	94.6%
2020	2,590,372,174	1,627,391,900	218,854,000	4,436,618,074	92,714,134	4,343,903,940	25.08	4,607,017,330	96.3%
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%

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)

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
General Fund										
Nonspendable	$ 152,871	$ 152,871	$ 152,871	$ 168,027	$ 212,814	$ 375,704	$ 380,210	$ 811,360	$ 817,292	$ 1,068,255
Restricted	-	-	-	-	-	-	-	-	-	-
Committed	4,729,164	3,416,913	3,265,799	4,106,177	5,271,321	4,791,914	5,354,512	5,103,714	5,033,003	4,610,945
Assigned	935,000	750,000	960,000	930,000	975,000	975,000	1,400,000	2,780,000	2,800,389	1,425,000
Unassigned	9,079,250	9,879,330	10,171,068	10,735,579	11,015,079	11,371,395	11,769,490	11,025,950	12,067,362	13,219,990
Total General Fund	$ 14,896,285	$ 14,199,114	$ 14,549,738	$ 15,939,783	$ 17,474,214	$ 17,514,013	$ 18,904,212	$ 19,721,024	$ 20,718,046	$ 20,324,190
Other Governmental Funds										
Nonspendable	$ 10,335,606	$ 12,004,524	$ 12,631,335	$ 11,465,110	$ 12,586,124	$ 13,547,616	$ 11,229,848	$ 11,411,057	$ 13,091,419	$ 13,165,209
Restricted	3,148,961	9,539,642	11,848,567	11,105,618	13,594,542	11,556,505	17,159,828	20,778,744	22,621,252	26,110,269
Committed	7,765,227	5,109,805	6,977,411	5,439,600	4,083,185	3,038,764	4,903,220	3,017,327	2,909,845	4,668,610
Assigned	-	-	-	-	-	-	-	-	-	-
Unassigned	-	(1,329,031)	(726,422)	(2,091,373)	(2,180,891)	(4,747,101)	(2,462,365)	(682,657)	(2,399,589)	(4,532,776)
Total Other Funds	$ 21,249,794	$ 25,324,940	$ 30,730,891	$ 25,918,955	$ 28,082,960	$ 23,395,784	$ 30,830,531	$ 34,524,471	$ 36,222,927	$ 39,411,312

Data Source:
Audited Financial Statements

FISCAL YEAR 2024
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	247,500	0	0	247,500	0	0	0
4	Fire Department Vehicle Replacement	1,357,181	1,355,000	2,181	0	0	0	0
17	Sidewalk, Bikeway and Streetscape Improvements	1,090,000	1,090,000	0	0	0	0	0
31	Broadway / West Street Intersection Improvements (McKee Square)	275,671	235,000	32,191	0	0	0	8,480
36	Manchester Street / Route 3 South	300,000	60,000	0	0	0	240,000	0
51*	White Park	800,000	350,000	0	0	50,000	400,000	0
52	Keach Park	383,775	375,000	0	0	0	0	8,775
60	Kiwanis (Waterfront) Park	200,000	200,000	0	0	0	0	0
64	Arena Improvements	49,325	30,000	19,325	0	0	0	0
65	City Hall Renovations	376,846	355,000	21,846	0	0	0	0
78	Annual Highway Improvement Program	3,122,000	0	0	0	0	0	3,122,000
83	Storm Water Improvements	552,199	360,000	192,199	0	0	0	0
121	Vehicle & Equipment Replacement Program	1,155,000	795,000	0	0	0	0	360,000
235	Golf Course Grounds Improvements	311,398	280,000	31,398	0	0	0	0
252	Fire Station Improvements	80,000	80,000	0	0	0	0	0
283	Traffic Signals and Traffic Operations Improvements	60,000	60,000	0	0	0	0	0
297	Geographic Information Systems (GIS)	3,500	0	0	3,500	0	0	0
302	Enterprise Wide Information Systems Applications	110,000	0	0	110,000	0	0	0

FISCAL YEAR 2024
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
323	Combined Operations & Maintenance Facility Improvements	150,000	150,000	0	0	0	0	0
376	Fire Department Hose & Equipment Replacement	30,000	0	0	30,000	0	0	0
380	Neighborhood Safety Improvements	40,000	40,000	0	0	0	0	0
484	Police Station Improvements	200,000	200,000	0	0	0	0	0
518	Bridge and Dam Maintenance / Repairs	230,000	0	0	0	0	0	230,000
520	Intersection Safety Improvements	110,000	0	0	0	0	0	110,000
527	Fire Department EMS Equipment Replacement	275,000	275,000	0	0	0	0	0
543*	Merrimack River Greenway Trail Project	700,000	130,000	0	0	295,000	275,000	0
551	Library Maintenance	150,000	150,000	0	0	0	0	0
567	Penacook Riverfront Parks	12,071	0	0	0	0	0	12,071
569	Parks and Cemeteries Small Turf Equipment	100,000	100,000	0	0	0	0	0
573	Fire Department Personnel Protective Equipment	35,000	0	0	35,000	0	0	0
575	Police Vehicle & Equipment Replacement	280,000	0	0	80,000	0	0	200,000
587	Cemetery Improvements	516,000	450,000	0	0	0	0	66,000
618*	Unmanned Aerial System (UAS)	100,000	0	0	0	100,000	0	0
630	Police Computer Crimes Hardware and Equipment	16,000	0	0	16,000	0	0	0
631	Multi-Function Photocopy Machines	44,000	0	0	44,000	0	0	0
639	Full Measure and List	385,000	0	0	0	0	0	385,000

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
643	Police Headquarters (New)	75,000	75,000	0	0	0	0	0
644	Street Tree Planting	20,000	0	0	20,000	0	0	0
646	Planter Box Fencing	95,000	95,000	0	0	0	0	0
656	River Bank Stabilization Projects	400,000	400,000	0	0	0	0	0
658	Concord Coach Display	100,000	100,000	0	0	0	0	0
	Subtotal General	**14,537,466**	**7,790,000**	**299,140**	**586,000**	**445,000**	**915,000**	**4,502,326**
	Less *	**1,600,000**	**480,000**	**0**	**0**	**445,000**	**675,000**	**0**
	Total General	**12,937,466**	**7,310,000**	**299,140**	**586,000**	**0**	**240,000**	**4,502,326**
Parking								
432	State Street Parking Garage (Formerly Firehouse Block)	75,000	75,000	0	0	0	0	0
596	Surface Lots	45,000	45,000	0	0	0	0	0
	Subtotal Parking	**120,000**	**120,000**	**0**	**0**	**0**	**0**	**0**
	Less *	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Total Parking	**120,000**	**120,000**	**0**	**0**	**0**	**0**	**0**

FISCAL YEAR 2024
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
Airport								
75	General Airport Repairs	199,470	195,000	4,470	0	0	0	0
383*	New Airport Terminal Building	435,000	0	0	21,750	0	413,250	0
	Subtotal Airport	**634,470**	**195,000**	**4,470**	**21,750**	**0**	**413,250**	**0**
	Less *	**435,000**	**0**	**0**	**21,750**	**0**	**413,250**	**0**
	Total Airport	**199,470**	**195,000**	**4,470**	**0**	**0**	**0**	**0**
Golf								
235	Golf Course Grounds Improvements	15,000	15,000	0	0	0	0	0
530	Golf Course Equipment	35,000	35,000	0	0	0	0	0
	Subtotal Golf	**50,000**	**50,000**	**0**	**0**	**0**	**0**	**0**
	Less *	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Total Golf	**50,000**	**50,000**	**0**	**0**	**0**	**0**	**0**
Arena								
64	Arena Improvements	20,000	20,000	0	0	0	0	0
	Subtotal Arena	**20,000**	**20,000**	**0**	**0**	**0**	**0**	**0**
	Less *	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Total Arena	**20,000**	**20,000**	**0**	**0**	**0**	**0**	**0**

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
Solid Waste								
381	Landfill Closure and Maintenance	50,000	0	0	50,000	0	0	0
	Subtotal Solid Waste	**50,000**	**0**	**0**	**50,000**	**0**	**0**	**0**
	Less *	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Total Solid Waste	**50,000**	**0**	**0**	**50,000**	**0**	**0**	**0**
Penacook Village TIF								
83	Storm Water Improvements	75,000	75,000	0	0	0	0	0
567	Penacook Riverfront Parks	2,000,000	1,500,000	0	0	0	500,000	0
	Subtotal Penacook Village TIF	**2,075,000**	**1,575,000**	**0**	**0**	**0**	**500,000**	**0**
	Less *	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Total Penacook Village TIF	**2,075,000**	**1,575,000**	**0**	**0**	**0**	**500,000**	**0**

FISCAL YEAR 2024
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	41,250	0	0	41,250	0	0	0
85	Water Main Replacement	551,154	550,000	1,154	0	0	0	0
88	Water Plant Improvements	125,000	125,000	0	0	0	0	0
114*	Penacook Lake Dam and Spillway Rehabilitation	250,000	0	0	0	0	250,000	0
121	Vehicle & Equipment Replacement Program	95,000	95,000	0	0	0	0	0
124	Water System SCADA Improvements	30,000	0	0	30,000	0	0	0
244	Water Meter Replacement Program	375,000	250,000	0	125,000	0	0	0
297	Geographic Information Systems (GIS)	3,500	0	0	3,500	0	0	0
302	Enterprise Wide Information Systems Applications	18,750	0	0	18,750	0	0	0
323	Combined Operations & Maintenance Facility Improvements	60,000	60,000	0	0	0	0	0
347	Water Storage Tank Repairs	75,000	75,000	0	0	0	0	0
636	Electric Vehicle (EV) Charging Stations	75,000	75,000	0	0	0	0	0
	Subtotal Water	**1,699,654**	**1,230,000**	**1,154**	**218,500**	**0**	**250,000**	**0**
	Less *	**250,000**	**0**	**0**	**0**	**0**	**250,000**	**0**
	Total Water	**1,449,654**	**1,230,000**	**1,154**	**218,500**	**0**	**0**	**0**

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
Wastewater								
2	Information Technology Hardware & Software Replacement	41,250	0	0	41,250	0	0	0
91	Sewer Main Rehabilitation and Construction	1,950,000	1,900,000	0	50,000	0	0	0
104	Hall Street Waste Water Treatment Plant Improvements	2,201,346	650,000	1,551,346	0	0	0	0
121	Vehicle & Equipment Replacement Program	493,000	493,000	0	0	0	0	0
275	Sewer Pump Station Improvements	300,000	300,000	0	0	0	0	0
297	Geographic Information Systems (GIS)	3,500	0	0	3,500	0	0	0
302	Enterprise Wide Information Systems Applications	18,750	0	0	18,750	0	0	0
323	Combined Operations & Maintenance Facility Improvements	60,000	60,000	0	0	0	0	0
466	Penacook Waste Water Treatment Plant Improvements	50,000	50,000	0	0	0	0	0
	Subtotal Wastewater	**5,117,846**	**3,453,000**	**1,551,346**	**113,500**	**0**	**0**	**0**
	Less *	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Total Wastewater	**5,117,846**	**3,453,000**	**1,551,346**	**113,500**	**0**	**0**	**0**
	Subtotal	**24,304,436**	**14,433,000**	**1,856,110**	**989,750**	**445,000**	**2,078,250**	**4,502,326**
	Less *	**2,285,000**	**480,000**	**0**	**21,750**	**445,000**	**1,338,250**	**0**
	Grand Total	**22,019,436**	**13,953,000**	**1,856,110**	**968,000**	**0**	**740,000**	**4,502,326**

2024-2033
CAPITAL IMPROVEMENT
SUMMARY LISTING

Type	General	Parking	Arena	Cemetery	Golf	Airport	Water	Sewer	Solid Waste	Other	Total
Capital Close-out	299,140	0	0	0	0	4,470	1,154	1,551,346	0	0	1,856,110
Capital Outlay	0	0	0	0	0	0	0	0	0	0	0
Capital Transfer	6,677,950	25,000	0	0	0	396,580	2,306,625	971,625	70,000	0	10,447,780
Donations	36,953,500	0	0	0	0	0	0	0	0	0	36,953,500
Equip Replace Reserve	560,000	0	0	0	0	0	0	0	0	0	560,000
Federal	0	0	0	0	0	295,200	250,000	0	0	40,880,034	41,425,234
G.O. Bonds	203,351,345	37,575,000	90,000	0	1,548,000	1,036,556	21,502,000	78,500,000	170,000	0	343,772,901
Highway Reserve	32,340,000	0	0	0	0	0	0	0	0	0	32,340,000
Impact Fees Rec Dist 1	12,071	0	0	0	0	0	0	0	0	0	12,071
Impact Fees Rec Dist 4	8,775	0	0	0	0	0	0	0	0	0	8,775
Impact Fees Traf Dist 3	8,480	0	0	0	0	0	0	0	0	0	8,480
State	0	0	0	0	0	0	0	0	0	17,685,136	17,685,136
Tax Increment Financing	0	0	0	0	0	0	0	0	0	12,400,000	12,400,000
Trust	0	0	0	0	0	0	0	0	0	2,795,113	2,795,113
Total	280,211,261	37,600,000	90,000	0	1,548,000	1,732,806	24,059,779	81,022,971	240,000	73,760,283	500,265,100

2024-2033
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General /G.O. Bonds											
4 Fire Department Vehicle Replacement	1,355,000	1,495,000	920,000	945,000	525,000	425,000	1,035,000	1,900,000	1,405,000	475,000	10,480,000
17 Sidewalk, Bikeway and Streetscape Improvements	1,090,000	0	500,000	0	500,000	0	500,000	0	0	250,000	2,840,000
121 Vehicle & Equipment Replacement Program	795,000	1,215,000	1,463,000	1,502,000	1,363,000	1,652,000	1,507,000	1,324,000	2,050,000	2,657,500	15,528,500
587 Cemetery Improvements	450,000	100,000	80,000	250,000	100,000	100,000	270,000	100,000	250,000	2,300,000	4,000,000
656 River Bank Stabilization Projects	400,000	0	1,000,000	0	0	0	0	0	0	0	1,400,000
52 Keach Park	375,000	75,000	0	250,000	80,000	0	100,000	0	0	730,000	1,610,000
83 Storm Water Improvements	360,000	0	0	0	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,860,000
65 City Hall Renovations	355,000	450,000	915,000	405,000	40,000	0	0	0	0	1,390,000	3,555,000
51 White Park	350,000 *	270,000	325,000	100,000	205,000	200,000	70,000	0	0	15,000	1,535,000
235 Golf Course Grounds Improvements	280,000	400,000	400,000	0	0	0	0	0	0	0	1,080,000
527 Fire Department EMS Equipment Replacement	275,000	275,000	0	0	0	0	0	350,000	350,000	0	1,250,000
31 Broadway / West Street Intersection Improvements (McKee Square)	235,000	0	840,000	0	0	0	0	0	0	0	1,075,000
60 Kiwanis (Waterfront) Park	200,000	0	4,400,000	0	0	0	0	0	0	0	4,600,000

***Excluded from Budget Appropriation**

2024-2033
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
484 Police Station Improvements	200,000	0	225,000	250,000	250,000	0	0	0	0	0	925,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	150,000	80,000	40,000	100,000	0	150,000	0	0	0	0	520,000
551 Library Maintenance	150,000	25,000	150,000	550,000	0	100,000	0	0	0	0	975,000
543 Merrimack River Greenway Trail Project	130,000 *	180,000	0	2,000,000	0	1,100,000	0	0	0	0	3,410,000
569 Parks and Cemeteries Small Turf Equipment	100,000	95,000	80,000	105,000	0	80,000	45,000	40,000	0	0	545,000
658 Concord Coach Display	100,000	0	0	0	0	0	0	0	0	0	100,000
646 Planter Box Fencing	95,000	0	0	0	0	0	0	0	0	0	95,000
252 Fire Station Improvements	80,000	0	0	0	0	350,000	0	0	0	50,000	480,000
643 Police Headquarters (New)	75,000	0	2,500,000	25,000,000	0	0	0	0	0	0	27,575,000
36 Manchester Street / Route 3 South	60,000	60,000	0	2,100,000	0	0	0	0	0	0	2,220,000
283 Traffic Signals and Traffic Operations Improvements	60,000	0	0	0	260,000	30,000	60,000	700,000	30,000	30,000	1,170,000
380 Neighborhood Safety Improvements	40,000	0	0	0	0	0	0	0	0	0	40,000
64 Arena Improvements	30,000	0	500,000	431,500	200,000	0	0	75,000	0	150,000	1,386,500
18 Storrs Street Extension, North & South	0	0	0	0	0	0	0	0	500,000	5,000,000	5,500,000

***Excluded from Budget Appropriation**

2024-2033
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
43 Garvins Falls Development Area	0	0	0	0	0	0	0	0	0	10,200,000	10,200,000
54 Russell Martin Park	0	15,000	0	0	0	0	1,125,000	0	0	1,125,000	2,265,000
55 Rolfe Park	0	0	200,000	0	200,000	35,000	0	0	0	0	435,000
56 Rollins Park	0	150,000	0	270,000	0	175,000	130,000	30,000	0	0	755,000
57 Gustaf H. Lehtinen Park/Hero's Bridge	0	0	50,000	0	0	0	0	0	0	0	50,000
59 Terrill Park	0	1,850,000	400,000	0	0	800,000	0	0	60,000	0	3,110,000
63 City Wide Recreation Facility Improvements	0	650,000	700,000	210,000	160,000	0	0	0	0	0	1,720,000
68 Library	0	400,000	0	2,101,500	21,015,000	0	0	0	0	0	23,516,500
107 Golf Course Club House and Maintenance Buildings	0	4,500,000	0	0	0	0	0	0	0	0	4,500,000
305 Fire Department Communications Equipment	0	0	0	700,000	0	0	0	150,000	0	0	850,000
335 Thermal Imaging Cameras	0	45,000	0	0	0	0	60,000	0	0	0	105,000
358 Garrison Park	0	70,000	0	0	150,000	0	0	0	0	175,000	395,000
359 Merrill Park	0	275,000	0	0	0	50,000	40,000	280,000	0	0	645,000
360 Kimball Park	0	15,000	0	0	0	275,000	80,000	0	0	0	370,000
368 Police Department Communications Equipment	0	120,000	0	80,000	0	0	0	180,000	180,000	100,000	660,000
370 Police Department Ballistic Vest Replacement Program	0	0	80,000	0	0	0	0	85,000	0	0	165,000

***Excluded from Budget Appropriation**

2024-2033
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
375 Fire Department Boats	0	0	0	0	0	0	40,000	0	0	0	40,000
376 Fire Department Hose & Equipment Replacement	0	0	0	0	35,000	50,000	115,000	0	0	0	200,000
381 Landfill Closure and Maintenance	0	0	0	0	0	8,932,000	0	0	0	0	8,932,000
443 City-Wide Community Center	0	0	0	750,000	50,000	0	0	140,000	0	0	940,000
505 South Main Street Corridor Improvements	0	0	0	0	0	0	160,000	1,150,000	0	0	1,310,000
518 Bridge and Dam Maintenance / Repairs	0	350,000	300,000	0	0	0	0	0	0	0	650,000
522 Patrol Rifle Replacements	0	15,000	0	0	0	0	0	0	0	0	15,000
528 Pocket Parks	0	0	0	400,000	0	0	50,000	0	0	0	450,000
541 Regional Drive/Chenell Drive Intersection Improvements	0	300,000	0	1,900,000	0	0	0	0	0	0	2,200,000
560 Fire Training Facility	0	0	0	0	500,000	0	0	0	0	0	500,000
561 Fire Alarm Infrastructure Replacement	0	0	20,000	0	20,000	0	20,000	0	20,000	0	80,000
563 Master Plan Update	0	50,000	250,000	0	0	0	0	0	0	0	300,000
567 Penacook Riverfront Parks	0	0	0	0	0	0	0	0	100,000	0	100,000
570 Pleasant/Warren/Fruit Intersection Roundabout	0	0	0	400,000	4,000,000	0	0	0	0	0	4,400,000
571 I-393/Horseshoe Pond Drainage Improvements	0	0	100,000	0	0	0	0	0	0	0	100,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
573 Fire Department Personnel Protective Equipment	0	775,000	30,000	0	0	0	0	0	0	0	805,000
579 Downtown Squares	0	0	0	0	250,000	1,700,000	0	0	0	0	1,950,000
583 East Concord Fire Station	0	0	0	0	6,000,000	0	0	0	0	0	6,000,000
588 Loudon Road Bridge Improvement Project	0	2,622,845	0	0	0	0	0	0	0	0	2,622,845
589 Downtown Corridor Streetscape Improvement Project	0	0	0	0	620,000	850,000	1,060,000	450,000	360,000	200,000	3,540,000
590 Downtown Civic District Sidewalk Replacement	0	0	0	0	0	750,000	0	0	0	0	750,000
591 Sidewalk Cleanliness	0	0	0	0	0	0	90,000	0	0	0	90,000
594 New Central Fire Station	0	0	0	14,000,000	0	0	0	0	0	0	14,000,000
602 Iron Works Road Bridge Replacement Project	0	65,000	0	600,000	0	0	0	0	0	0	665,000
611 Eastman Street Retaining Wall	0	0	0	0	190,000	0	0	0	0	0	190,000
620 Police Department Security Fencing	0	0	0	30,000	0	0	0	0	0	0	30,000
636 Electric Vehicle (EV) Charging Stations	0	0	0	75,000	0	0	50,000	0	0	0	125,000
645 Police Department RMS/CAD Upgrade	0	250,000	250,000	0	0	0	0	0	0	0	500,000

***Excluded from Budget Appropriation**

2024-2033
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
647 Inflow & Infiltration Removal	0	270,000	100,000	0	0	0	0	0	0	0	370,000
Total General /G.O. Bonds	7,790,000	17,507,845	16,818,000	55,505,000	36,713,000	19,304,000	8,107,000	8,454,000	6,805,000	26,347,500	203,351,345
General /Capital Transfer											
2 Information Technology Hardware & Software Replacement	247,500	187,500	183,500	166,500	187,500	220,000	214,750	217,450	225,000	227,250	2,076,950
302 Enterprise Wide Information Systems Applications	110,000	0	0	0	0	0	0	0	0	0	110,000
575 Police Vehicle & Equipment Replacement	80,000	240,000	250,000	250,000	260,000	260,000	270,000	270,000	280,000	0	2,160,000
631 Multi-Function Photocopy Machines	44,000	37,000	23,000	30,000	30,000	46,000	46,000	41,000	37,000	32,000	366,000
573 Fire Department Personnel Protective Equipment	35,000	35,000	40,000	40,000	45,000	45,000	50,000	50,000	55,000	55,000	450,000
376 Fire Department Hose & Equipment Replacement	30,000	0	30,000	0	0	0	0	0	0	0	60,000
644 Street Tree Planting	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
630 Police Computer Crimes Hardware and Equipment	16,000	12,000	0	0	0	0	0	0	0	0	28,000
297 Geographic Information Systems (GIS)	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	0	28,000
375 Fire Department Boats	0	0	30,000	0	0	0	0	0	0	0	30,000

***Excluded from Budget Appropriation**

2024-2033
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
443 City-Wide Community Center	0	25,000	0	0	0	0	0	0	0	0	25,000
477 Library Equipment Replacement	0	49,000	0	0	0	0	0	0	0	0	49,000
521 Police Firearms Range Improvements	0	0	0	20,000	0	0	0	0	0	175,000	195,000
525 Telephone System Replacement Program	0	0	225,000	0	0	0	0	0	0	0	225,000
555 Handgun Replacement	0	0	0	50,000	0	0	0	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	20,000	0	0	0	0	0	20,000
601 Design Guidelines Update	0	50,000	0	0	0	0	0	0	0	0	50,000
615 Fiber System Replacement	0	0	25,000	500,000	0	0	0	0	0	0	525,000
620 Police Department Security Fencing	0	20,000	0	0	0	0	0	0	0	0	20,000
621 Police Department Booking Room Renovations	0	40,000	0	0	0	0	0	0	0	0	40,000
Total General /Capital Transfer	586,000	709,000	820,000	1,130,000	556,000	584,500	594,250	591,950	607,000	499,250	6,677,950
General /Capital Close-out											
83 Storm Water Improvements	192,199	0	0	0	0	0	0	0	0	0	192,199

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

2024-2033
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
31 Broadway / West Street Intersection Improvements (McKee Square)	32,191	0	0	0	0	0	0	0	0	0	32,191
235 Golf Course Grounds Improvements	31,398	0	0	0	0	0	0	0	0	0	31,398
65 City Hall Renovations	21,846	0	0	0	0	0	0	0	0	0	21,846
64 Arena Improvements	19,325	0	0	0	0	0	0	0	0	0	19,325
4 Fire Department Vehicle Replacement	2,181	0	0	0	0	0	0	0	0	0	2,181
Total General /Capital Close-out	299,140	0	0	0	0	0	0	0	0	0	299,140
General /Highway Reserve											
78 Annual Highway Improvement Program	3,122,000	2,748,000	2,600,000	2,600,000	3,250,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	31,470,000
518 Bridge and Dam Maintenance / Repairs	230,000	0	125,000	0	0	0	0	0	0	0	355,000
520 Intersection Safety Improvements	110,000	110,000	50,000	100,000	50,000	0	0	0	0	0	420,000
230 Opticom Replacement	0	15,000	0	20,000	0	20,000	0	20,000	0	20,000	95,000
Total General /Highway Reserve	3,462,000	2,873,000	2,775,000	2,720,000	3,300,000	3,270,000	3,400,000	3,420,000	3,550,000	3,570,000	32,340,000
General /Equip Replace Reserve											
121 Vehicle & Equipment Replacement Program	360,000	0	0	0	0	0	0	0	0	0	360,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
575 Police Vehicle & Equipment Replacement	200,000	0	0	0	0	0	0	0	0	0	200,000
Total General /Equip Replace Reserve	560,000	0	0	0	0	0	0	0	0	0	560,000
General /Donations											
543 Merrimack River Greenway Trail Project	295,000 *	0	0	2,000,000	0	1,100,000	0	0	0	0	3,395,000
618 Unmanned Aerial System (UAS)	100,000 *	0	0	0	0	0	0	0	0	0	100,000
51 White Park	50,000 *	0	0	0	0	0	0	0	0	0	50,000
59 Terrill Park	0	0	500,000	0	0	0	0	0	0	0	500,000
60 Kiwanis (Waterfront) Park	0	0	100,000	0	0	0	0	0	0	0	100,000
68 Library	0	0	0	233,500	2,335,000	0	0	0	0	0	2,568,500
83 Storm Water Improvements	0	150,000	1,000,000	0	0	0	0	0	0	0	1,150,000
443 City-Wide Community Center	0	15,000	0	0	0	0	0	0	0	0	15,000
502 Whitney Road Extension	0	0	0	2,350,000	25,700,000	0	0	0	0	0	28,050,000
515 Golf Course Winter Recreation Improvements	0	250,000	0	100,000	0	0	50,000	0	0	0	400,000
519 Manchester Street/Old Turnpike Road Intersection Improvements	0	0	0	0	500,000	0	0	0	0	0	500,000
591 Sidewalk Cleanliness	0	0	0	0	0	0	30,000	0	0	0	30,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
646 Planter Box Fencing	0	0	0	95,000	0	0	0	0	0	0	95,000
Total General /Donations	445,000	415,000	1,600,000	4,778,500	28,535,000	1,100,000	80,000	0	0	0	36,953,500
Other /Tax Increment Financing											
567 Penacook Riverfront Parks	1,500,000	0	0	0	0	0	0	0	0	0	1,500,000
83 Storm Water Improvements	75,000	75,000	500,000	0	0	0	0	0	0	0	650,000
18 Storrs Street Extension, North & South	0	1,100,000	8,750,000	0	0	0	0	0	0	0	9,850,000
97 Low Avenue Improvements	0	0	0	0	0	0	0	0	0	400,000	400,000
Total Other /Tax Increment Financing	1,575,000	1,175,000	9,250,000	0	0	0	0	0	0	400,000	12,400,000
Other /Trust											
639 Full Measure and List	385,000	385,000	0	0	0	0	0	0	0	0	770,000
587 Cemetery Improvements	66,000	0	0	0	0	0	0	0	0	0	66,000
588 Loudon Road Bridge Improvement Project	0	1,959,113	0	0	0	0	0	0	0	0	1,959,113
Total Other /Trust	451,000	2,344,113	0	0	0	0	0	0	0	0	2,795,113
Other /Federal											
567 Penacook Riverfront Parks	500,000	0	0	0	0	0	0	0	0	0	500,000

***Excluded from Budget Appropriation**

2024-2033
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
51 White Park	400,000 *	0	0	0	0	0	0	0	0	0	400,000
543 Merrimack River Greenway Trail Project	275,000 *	0	0	0	0	0	0	0	0	0	275,000
383 New Airport Terminal Building	96,300 *	0	3,168,000	0	0	0	0	0	0	0	3,264,300
31 Broadway / West Street Intersection Improvements (McKee Square)	0	0	3,360,000	0	0	0	0	0	0	0	3,360,000
60 Kiwanis (Waterfront) Park	0	0	500,000	0	0	0	0	0	0	0	500,000
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	0	0	427,500	0	427,500
72 Runway Pavement Improvements	0	0	500,000	2,660,000	2,660,000	900,000	18,000	0	0	0	6,738,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	0	630,000	0	0	0	0	0	0	630,000
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	0	0	150,000	1,000,000	0	0	1,150,000
471 Airport Fuel Farm	0	0	0	0	500,000	0	0	0	0	0	500,000
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	0	205,200	205,200	0	0	0	0	0	410,400
534 Tie Down Rehabilitation and Expansion	0	0	0	0	0	0	150,000	675,000	1,080,000	0	1,905,000
536 Hangar Replacement	0	0	0	0	0	0	477,000	0	0	1,000,000	1,477,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

2024-2033
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
572 Airport Master Plan	0	225,000	0	0	0	0	0	0	0	0	225,000
588 Loudon Road Bridge Improvement Project	0	18,327,834	0	0	0	0	0	0	0	0	18,327,834
629 Police Body Worn Cameras and In-Car Video	0	470,000	80,000	80,000	80,000	80,000	0	0	0	0	790,000
Total Other /Federal	1,271,300	19,022,834	7,608,000	3,575,200	3,445,200	980,000	795,000	1,675,000	1,507,500	1,000,000	40,880,034
Other /State											
36 Manchester Street / Route 3 South	240,000	240,000	0	4,800,000	0	0	0	0	0	0	5,280,000
383 New Airport Terminal Building	21,750 *	0	176,000	0	0	0	0	0	0	0	197,750
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	0	0	23,750	0	23,750
72 Runway Pavement Improvements	0	0	27,778	147,778	147,778	50,000	1,000	0	0	0	374,334
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	0	35,000	0	0	0	0	0	0	35,000
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	0	0	8,334	55,556	0	0	63,890
471 Airport Fuel Farm	0	0	0	0	27,778	0	0	0	0	0	27,778
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	0	11,400	11,400	0	0	0	0	0	22,800

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
534 Tie Down Rehabilitation and Expansion	0	0	0	0	0	0	8,334	37,500	60,000	0	105,834
536 Hangar Replacement	0	0	0	0	0	0	26,500	0	0	55,000	81,500
543 Merrimack River Greenway Trail Project	0	0	0	0	0	8,800,000	0	0	0	0	8,800,000
572 Airport Master Plan	0	12,500	0	0	0	0	0	0	0	0	12,500
602 Iron Works Road Bridge Replacement Project	0	260,000	0	2,400,000	0	0	0	0	0	0	2,660,000
Total Other /State	261,750	512,500	203,778	7,394,178	186,956	8,850,000	44,168	93,056	83,750	55,000	17,685,136
Parking /G.O. Bonds											
432 State Street Parking Garage (Formerly Firehouse Block)	75,000	675,000	12,045,000	0	0	0	0	0	0	1,700,000	14,495,000
596 Surface Lots	45,000	450,000	0	0	0	745,000	0	870,000	0	0	2,110,000
403 Parking Division Vehicle and Equipment Replacement Program	0	0	0	55,000	0	0	60,000	0	0	0	115,000
433 School Street Parking Garage (Formerly Durgin Block)	0	0	1,100,000	0	0	0	0	0	5,200,000	0	6,300,000
529 Storrs Street Parking Garage (Formerly Capital Commons)	0	0	0	0	1,650,000	0	0	0	10,000,000	0	11,650,000
595 Parking Meters	0	0	0	0	800,000	1,550,000	0	0	0	0	2,350,000
597 Parking Beacons	0	0	0	0	250,000	0	0	0	0	0	250,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
627 Parking Strategic Plan	0	0	0	0	0	0	0	0	305,000	0	305,000
Total Parking /G.O. Bonds	120,000	1,125,000	13,145,000	55,000	2,700,000	2,295,000	60,000	870,000	15,505,000	1,700,000	37,575,000
Parking /Capital Transfer											
597 Parking Beacons	0	0	0	0	0	5,000	5,000	5,000	5,000	5,000	25,000
Total Parking /Capital Transfer	0	0	0	0	0	5,000	5,000	5,000	5,000	5,000	25,000
Arena /G.O. Bonds											
64 Arena Improvements	20,000	0	0	0	70,000	0	0	0	0	0	90,000
Total Arena /G.O. Bonds	20,000	0	0	0	70,000	0	0	0	0	0	90,000
Golf /G.O. Bonds											
530 Golf Course Equipment	35,000	65,000	80,000	35,000	70,000	80,000	35,000	70,000	70,000	35,000	575,000
235 Golf Course Grounds Improvements	15,000	60,000	60,000	50,000	50,000	150,000	50,000	50,000	60,000	50,000	595,000
107 Golf Course Club House and Maintenance Buildings	0	60,000	25,000	11,000	35,000	35,000	12,000	100,000	50,000	50,000	378,000
Total Golf /G.O. Bonds	50,000	185,000	165,000	96,000	155,000	265,000	97,000	220,000	180,000	135,000	1,548,000
Airport /G.O. Bonds											
75 General Airport Repairs	195,000	0	0	0	0	0	0	0	0	0	195,000
72 Runway Pavement Improvements	0	0	0	147,778	147,778	50,000	0	0	0	0	345,556

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
383 New Airport Terminal Building	0	0	176,000	0	0	0	0	0	0	0	176,000
514 Airport Parking Lot Improvements	0	0	0	0	0	0	0	0	0	320,000	320,000
Total Airport /G.O. Bonds	195,000	0	176,000	147,778	147,778	50,000	0	0	0	320,000	1,036,556
Airport /Capital Transfer											
383 New Airport Terminal Building	21,750 *	0	0	0	0	0	0	0	0	0	21,750
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	0	0	23,750	0	23,750
72 Runway Pavement Improvements	0	0	27,778	0	0	0	1,000	0	0	0	28,778
75 General Airport Repairs	0	10,000	0	10,000	0	0	0	0	0	0	20,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	0	35,000	0	0	0	0	0	0	35,000
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	0	0	8,334	8,556	0	0	16,890
471 Airport Fuel Farm	0	0	0	0	27,778	0	0	0	0	0	27,778
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	0	11,400	11,400	0	0	0	0	0	22,800
534 Tie Down Rehabilitation and Expansion	0	0	0	0	0	0	8,334	37,500	60,000	0	105,834

***Excluded from Budget Appropriation**

2024-2033
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
536 Hangar Replacement	0	0	0	0	0	0	26,500	0	0	55,000	81,500
572 Airport Master Plan	0	12,500	0	0	0	0	0	0	0	0	12,500
Total Airport /Capital Transfer	21,750	22,500	27,778	56,400	39,178	0	44,168	46,056	83,750	55,000	396,580
Airport /Capital Close-out											
75 General Airport Repairs	4,470	0	0	0	0	0	0	0	0	0	4,470
Total Airport /Capital Close-out	4,470	0	0	0	0	0	0	0	0	0	4,470
Airport /Federal											
383 New Airport Terminal Building	295,200 *	0	0	0	0	0	0	0	0	0	295,200
Total Airport /Federal	295,200	0	0	0	0	0	0	0	0	0	295,200
Water /G.O. Bonds											
85 Water Main Replacement	550,000	0	1,165,000	0	0	0	0	2,000,000	0	0	3,715,000
244 Water Meter Replacement Program	250,000	250,000	250,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	2,675,000
88 Water Plant Improvements	125,000	80,000	100,000	400,000	400,000	0	950,000	1,025,000	120,000	250,000	3,450,000
121 Vehicle & Equipment Replacement Program	95,000	149,000	175,000	60,000	220,000	252,000	82,000	412,000	196,000	466,000	2,107,000
347 Water Storage Tank Repairs	75,000	40,000	50,000	55,000	55,000	80,000	0	50,000	60,000	55,000	520,000
636 Electric Vehicle (EV) Charging Stations	75,000	0	0	0	25,000	0	0	0	0	0	100,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

2024-2033
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
323 Combined Operations & Maintenance Facility (COMF) Improvements	60,000	55,000	20,000	50,000	0	25,000	0	0	0	0	210,000
36 Manchester Street / Route 3 South	0	0	0	160,000	0	0	0	0	0	0	160,000
43 Garvins Falls Development Area	0	0	0	0	0	0	0	0	0	1,525,000	1,525,000
83 Storm Water Improvements	0	75,000	500,000	0	0	0	0	0	0	0	575,000
84 Water Main Cleaning & Lining	0	550,000	0	0	0	0	0	260,000	575,000	1,040,000	2,425,000
86 Water Main Construction	0	1,600,000	0	0	0	0	0	0	0	0	1,600,000
114 Penacook Lake Dam and Spillway Rehabilitation	0	0	0	0	0	0	0	0	0	75,000	75,000
345 Water Supply Well Field Maintenance	0	0	0	0	0	150,000	0	0	0	0	150,000
372 Water System Pump Station Improvements	0	180,000	1,020,000	0	0	0	0	0	550,000	0	1,750,000
482 Water System Asset Management	0	90,000	0	0	0	0	0	0	0	75,000	165,000
588 Loudon Road Bridge Improvement Project	0	300,000	0	0	0	0	0	0	0	0	300,000
Total Water /G.O. Bonds	1,230,000	3,369,000	3,280,000	1,000,000	975,000	782,000	1,307,000	4,022,000	1,776,000	3,761,000	21,502,000
Water /Federal											
114 Penacook Lake Dam and Spillway Rehabilitation	250,000 *	0	0	0	0	0	0	0	0	0	250,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

2024-2033
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Total Water /Federal	250,000	0	0	0	0	0	0	0	0	0	250,000
Water /Capital Transfer											
244 Water Meter Replacement Program	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,250,000
2 Information Technology Hardware & Software Replacement	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	37,500	87,875	337,375
124 Water System SCADA Improvements	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	35,000	305,000
302 Enterprise Wide Information Systems Applications	18,750	0	0	0	0	0	0	0	0	0	18,750
297 Geographic Information Systems (GIS)	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	0	28,000
88 Water Plant Improvements	0	0	0	0	0	0	0	0	0	25,000	25,000
321 Water System Master Plan & Implementation	0	0	0	80,000	40,000	90,000	0	0	70,000	0	280,000
451 Leak Detection	0	0	10,000	0	0	0	0	15,000	0	0	25,000
525 Telephone System Replacement Program	0	0	37,500	0	0	0	0	0	0	0	37,500
Total Water /Capital Transfer	218,500	189,750	223,250	266,250	229,750	273,500	177,625	192,625	262,500	272,875	2,306,625
Water /Capital Close-out											
85 Water Main Replacement	1,154	0	0	0	0	0	0	0	0	0	1,154
Total Water /Capital Close-out	1,154	0	0	0	0	0	0	0	0	0	1,154

***Excluded from Budget Appropriation**

2024-2033
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Sewer /G.O. Bonds											
91 Sewer Main Rehabilitation and Construction	1,900,000	8,550,000	9,400,000	0	0	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	25,850,000
104 Hall Street Waste Water Treatment Plant Improvements	650,000	3,580,000	0	5,485,000	4,555,000	3,065,000	3,300,000	1,985,000	2,990,000	1,500,000	27,110,000
121 Vehicle & Equipment Replacement Program	493,000	135,000	75,000	200,000	138,000	280,000	327,000	257,000	343,000	332,000	2,580,000
275 Sewer Pump Station Improvements	300,000	1,720,000	6,000,000	0	500,000	0	250,000	0	0	0	8,770,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	60,000	55,000	20,000	50,000	0	25,000	0	0	0	0	210,000
466 Penacook Waste Water Treatment Plant Improvements	50,000	1,060,000	30,000	1,630,000	225,000	690,000	860,000	320,000	300,000	0	5,165,000
36 Manchester Street / Route 3 South	0	0	300,000	0	0	0	0	0	0	0	300,000
43 Garvins Falls Development Area	0	0	0	0	0	0	0	0	0	2,875,000	2,875,000
89 Hall Street Waste Water Treatment Plant Odor Control	0	0	0	0	0	0	275,000	4,300,000	0	640,000	5,215,000
410 Sewer Video Inspection Equipment	0	0	0	0	0	0	0	0	80,000	0	80,000
636 Electric Vehicle (EV) Charging Stations	0	75,000	0	0	0	0	0	0	0	0	75,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
647 Inflow & Infiltration Removal	0	270,000	0	0	0	0	0	0	0	0	270,000
Total Sewer /G.O. Bonds	3,453,000	15,445,000	15,825,000	7,365,000	5,418,000	5,260,000	6,212,000	8,062,000	4,913,000	6,547,000	78,500,000
Sewer /Capital Transfer											
91 Sewer Main Rehabilitation and Construction	50,000	40,000	40,000	40,000	40,000	40,000	40,000	80,000	160,000	0	530,000
2 Information Technology Hardware & Software Replacement	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	37,500	87,875	337,375
302 Enterprise Wide Information Systems Applications	18,750	0	0	0	0	0	0	0	0	0	18,750
297 Geographic Information Systems (GIS)	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	0	28,000
410 Sewer Video Inspection Equipment	0	0	0	20,000	0	0	0	0	0	0	20,000
525 Telephone System Replacement Program	0	0	37,500	0	0	0	0	0	0	0	37,500
Total Sewer /Capital Transfer	113,500	74,750	98,250	91,250	74,750	68,500	62,625	102,625	197,500	87,875	971,625
Sewer /Capital Close-out											
104 Hall Street Waste Water Treatment Plant Improvements	1,551,346	0	0	0	0	0	0	0	0	0	1,551,346
Total Sewer /Capital Close-out	1,551,346	0	0	0	0	0	0	0	0	0	1,551,346

***Excluded from Budget Appropriation**

2024-2033
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Solid Waste /Capital Transfer											
381 Landfill Closure and Maintenance	50,000	0	0	0	0	0	0	0	0	0	50,000
447 Landfill Soil Vapor Extraction Systems	0	0	0	0	0	10,000	10,000	0	0	0	20,000
Total Solid Waste /Capital Transfer	50,000	0	0	0	0	10,000	10,000	0	0	0	70,000
Solid Waste /G.O. Bonds											
447 Landfill Soil Vapor Extraction Systems	0	0	0	0	125,000	45,000	0	0	0	0	170,000
Total Solid Waste /G.O. Bonds	0	0	0	0	125,000	45,000	0	0	0	0	170,000
General /Impact Fees Rec Dist 1											
567 Penacook Riverfront Parks	12,071	0	0	0	0	0	0	0	0	0	12,071
Total General /Impact Fees Rec Dist 1	12,071	0	0	0	0	0	0	0	0	0	12,071
General /Impact Fees Rec Dist 4											
52 Keach Park	8,775	0	0	0	0	0	0	0	0	0	8,775
Total General /Impact Fees Rec Dist 4	8,775	0	0	0	0	0	0	0	0	0	8,775

***Excluded from Budget Appropriation**

2024-2033
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General /Impact Fees Traf Dist 3											
31 Broadway / West Street Intersection Improvements (McKee Square)	8,480	0	0	0	0	0	0	0	0	0	8,480
Total General /Impact Fees Traf Dist 3	8,480	0	0	0	0	0	0	0	0	0	8,480
Grand Total	24,304,436	64,970,292	72,015,056	84,180,556	82,670,612	43,142,500	20,995,836	27,754,312	35,476,000	44,755,500	500,265,100

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Airport											
71 Runway Protection Zones: Property Acquisition											
Airport Capital Transfer	0	0	0	0	0	0	0	0	23,750	0	23,750
Other Federal	0	0	0	0	0	0	0	0	427,500	0	427,500
Other State	0	0	0	0	0	0	0	0	23,750	0	23,750
Subtotal	0	0	0	0	0	0	0	0	475,000	0	475,000
72 Runway Pavement Improvements											
Airport Capital Transfer	0	0	27,778	0	0	0	1,000	0	0	0	28,778
Airport G.O. Bonds	0	0	0	147,778	147,778	50,000	0	0	0	0	345,556
Other Federal	0	0	500,000	2,660,000	2,660,000	900,000	18,000	0	0	0	6,738,000
Other State	0	0	27,778	147,778	147,778	50,000	1,000	0	0	0	374,334
Subtotal	0	0	555,556	2,955,556	2,955,556	1,000,000	20,000	0	0	0	7,486,668
75 General Airport Repairs											
Airport Capital Close-out	4,470	0	0	0	0	0	0	0	0	0	4,470
Airport Capital Transfer	0	10,000	0	10,000	0	0	0	0	0	0	20,000
Airport G.O. Bonds	195,000	0	0	0	0	0	0	0	0	0	195,000
Subtotal	199,470	10,000	0	10,000	0	0	0	0	0	0	219,470
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility											
Airport Capital Transfer	0	0	0	35,000	0	0	0	0	0	0	35,000
Other Federal	0	0	0	630,000	0	0	0	0	0	0	630,000
Other State	0	0	0	35,000	0	0	0	0	0	0	35,000
Subtotal	0	0	0	700,000	0	0	0	0	0	0	700,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
383 New Airport Terminal Building											
Airport Capital Transfer	21,750 *	0	0	0	0	0	0	0	0	0	21,750
Airport Federal	295,200 *	0	0	0	0	0	0	0	0	0	295,200
Airport G.O. Bonds	0	0	176,000	0	0	0	0	0	0	0	176,000
Other Federal	96,300 *	0	3,168,000	0	0	0	0	0	0	0	3,264,300
Other State	21,750 *	0	176,000	0	0	0	0	0	0	0	197,750
Subtotal	435,000	0	3,520,000	0	0	0	0	0	0	0	3,955,000
468 Reconstruct Taxiway A & Itinerant Ramp											
Airport Capital Transfer	0	0	0	0	0	0	8,334	8,556	0	0	16,890
Other Federal	0	0	0	0	0	0	150,000	1,000,000	0	0	1,150,000
Other State	0	0	0	0	0	0	8,334	55,556	0	0	63,890
Subtotal	0	0	0	0	0	0	166,668	1,064,112	0	0	1,230,780
471 Airport Fuel Farm											
Airport Capital Transfer	0	0	0	0	27,778	0	0	0	0	0	27,778
Other Federal	0	0	0	0	500,000	0	0	0	0	0	500,000
Other State	0	0	0	0	27,778	0	0	0	0	0	27,778
Subtotal	0	0	0	0	555,556	0	0	0	0	0	555,556
492 Runway Protection Zone (RPZ) Obstruction Removal											
Airport Capital Transfer	0	0	0	11,400	11,400	0	0	0	0	0	22,800
Other Federal	0	0	0	205,200	205,200	0	0	0	0	0	410,400
Other State	0	0	0	11,400	11,400	0	0	0	0	0	22,800
Subtotal	0	0	0	228,000	228,000	0	0	0	0	0	456,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
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
534 Tie Down Rehabilitation and Expansion											
Airport Capital Transfer	0	0	0	0	0	0	8,334	37,500	60,000	0	105,834
Other Federal	0	0	0	0	0	0	150,000	675,000	1,080,000	0	1,905,000
Other State	0	0	0	0	0	0	8,334	37,500	60,000	0	105,834
Subtotal	0	0	0	0	0	0	166,668	750,000	1,200,000	0	2,116,668
536 Hangar Replacement											
Airport Capital Transfer	0	0	0	0	0	0	26,500	0	0	55,000	81,500
Other Federal	0	0	0	0	0	0	477,000	0	0	1,000,000	1,477,000
Other State	0	0	0	0	0	0	26,500	0	0	55,000	81,500
Subtotal	0	0	0	0	0	0	530,000	0	0	1,110,000	1,640,000
572 Airport Master Plan											
Airport Capital Transfer	0	12,500	0	0	0	0	0	0	0	0	12,500
Other Federal	0	225,000	0	0	0	0	0	0	0	0	225,000
Other State	0	12,500	0	0	0	0	0	0	0	0	12,500
Subtotal	0	250,000	0	0	0	0	0	0	0	0	250,000
Total Airport	634,470	260,000	4,075,556	3,893,556	3,739,112	1,000,000	883,336	1,814,112	1,675,000	1,430,000	19,405,142

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Arena											
64 Arena Improvements											
Arena G.O. Bonds	20,000	0	0	0	70,000	0	0	0	0	0	90,000
General Capital Close-out	19,325	0	0	0	0	0	0	0	0	0	19,325
General G.O. Bonds	30,000	0	500,000	431,500	200,000	0	0	75,000	0	150,000	1,386,500
Subtotal	69,325	0	500,000	431,500	270,000	0	0	75,000	0	150,000	1,495,825
Total Arena	69,325	0	500,000	431,500	270,000	0	0	75,000	0	150,000	1,495,825
Bridges											
518 Bridge and Dam Maintenance / Repairs											
General G.O. Bonds	0	350,000	300,000	0	0	0	0	0	0	0	650,000
General Highway Reserve	230,000	0	125,000	0	0	0	0	0	0	0	355,000
Subtotal	230,000	350,000	425,000	0	0	0	0	0	0	0	1,005,000
588 Loudon Road Bridge Improvement Project											
General G.O. Bonds	0	2,622,845	0	0	0	0	0	0	0	0	2,622,845
Other Federal	0	18,327,834	0	0	0	0	0	0	0	0	18,327,834
Other Trust	0	1,959,113	0	0	0	0	0	0	0	0	1,959,113
Water G.O. Bonds	0	300,000	0	0	0	0	0	0	0	0	300,000
Subtotal	0	23,209,792	0	0	0	0	0	0	0	0	23,209,792
602 Iron Works Road Bridge Replacement Project											
General G.O. Bonds	0	65,000	0	600,000	0	0	0	0	0	0	665,000
Other State	0	260,000	0	2,400,000	0	0	0	0	0	0	2,660,000
Subtotal	0	325,000	0	3,000,000	0	0	0	0	0	0	3,325,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Total Bridges	230,000	23,884,792	425,000	3,000,000	0	0	0	0	0	0	27,539,792
Cemeteries											
587 Cemetery Improvements											
General G.O. Bonds	450,000	100,000	80,000	250,000	100,000	100,000	270,000	100,000	250,000	2,300,000	4,000,000
Other Trust	66,000	0	0	0	0	0	0	0	0	0	66,000
Subtotal	516,000	100,000	80,000	250,000	100,000	100,000	270,000	100,000	250,000	2,300,000	4,066,000
Total Cemeteries	516,000	100,000	80,000	250,000	100,000	100,000	270,000	100,000	250,000	2,300,000	4,066,000
Community Planning/Implementation											
563 Master Plan Update											
General G.O. Bonds	0	50,000	250,000	0	0	0	0	0	0	0	300,000
Subtotal	0	50,000	250,000	0	0	0	0	0	0	0	300,000
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
600 Impact Fee Ordinance Update											
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
601 Design Guidelines Update											
General Capital Transfer	0	50,000	0	0	0	0	0	0	0	0	50,000
Subtotal	0	50,000	0	0	0	0	0	0	0	0	50,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Total Community Planning/Implementation	0	100,000	250,000	60,000	20,000	0	0	0	0	0	430,000
Downtown											
97 Low Avenue Improvements											
Other Tax Increment Financing	0	0	0	0	0	0	0	0	0	400,000	400,000
Subtotal	0	0	0	0	0	0	0	0	0	400,000	400,000
579 Downtown Squares											
General G.O. Bonds	0	0	0	0	250,000	1,700,000	0	0	0	0	1,950,000
Subtotal	0	0	0	0	250,000	1,700,000	0	0	0	0	1,950,000
589 Downtown Corridor Streetscape Improvement Project											
General G.O. Bonds	0	0	0	0	620,000	850,000	1,060,000	450,000	360,000	200,000	3,540,000
Subtotal	0	0	0	0	620,000	850,000	1,060,000	450,000	360,000	200,000	3,540,000
590 Downtown Civic District Sidewalk Replacement											
General G.O. Bonds	0	0	0	0	0	750,000	0	0	0	0	750,000
Subtotal	0	0	0	0	0	750,000	0	0	0	0	750,000
644 Street Tree Planting											
General Capital Transfer	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
Subtotal	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
658 Concord Coach Display											
General G.O. Bonds	100,000	0	0	0	0	0	0	0	0	0	100,000
Subtotal	100,000	0	0	0	0	0	0	0	0	0	100,000
Total Downtown	120,000	10,000	10,000	10,000	880,000	3,310,000	1,070,000	460,000	370,000	610,000	6,850,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Economic Development											
43 Garvins Falls Development Area											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	10,200,000	10,200,000
Sewer G.O. Bonds	0	0	0	0	0	0	0	0	0	2,875,000	2,875,000
Water G.O. Bonds	0	0	0	0	0	0	0	0	0	1,525,000	1,525,000
Subtotal	0	0	0	0	0	0	0	0	0	14,600,000	14,600,000
639 Full Measure and List											
Other Trust	385,000	385,000	0	0	0	0	0	0	0	0	770,000
Subtotal	385,000	385,000	0	0	0	0	0	0	0	0	770,000
Total Economic Development	385,000	385,000	0	0	0	0	0	0	0	14,600,000	15,370,000
Fire Vehicles											
4 Fire Department Vehicle Replacement											
General Capital Close-out	2,181	0	0	0	0	0	0	0	0	0	2,181
General G.O. Bonds	1,355,000	1,495,000	920,000	945,000	525,000	425,000	1,035,000	1,900,000	1,405,000	475,000	10,480,000
Subtotal	1,357,181	1,495,000	920,000	945,000	525,000	425,000	1,035,000	1,900,000	1,405,000	475,000	10,482,181
375 Fire Department Boats											
General Capital Transfer	0	0	30,000	0	0	0	0	0	0	0	30,000
General G.O. Bonds	0	0	0	0	0	0	40,000	0	0	0	40,000
Subtotal	0	0	30,000	0	0	0	40,000	0	0	0	70,000
Total Fire Vehicles	1,357,181	1,495,000	950,000	945,000	525,000	425,000	1,075,000	1,900,000	1,405,000	475,000	10,552,181

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Golf											
107 Golf Course Club House and Maintenance Buildings											
General G.O. Bonds	0	4,500,000	0	0	0	0	0	0	0	0	4,500,000
Golf G.O. Bonds	0	60,000	25,000	11,000	35,000	35,000	12,000	100,000	50,000	50,000	378,000
Subtotal	0	4,560,000	25,000	11,000	35,000	35,000	12,000	100,000	50,000	50,000	4,878,000
235 Golf Course Grounds Improvements											
General Capital Close-out	31,398	0	0	0	0	0	0	0	0	0	31,398
General G.O. Bonds	280,000	400,000	400,000	0	0	0	0	0	0	0	1,080,000
Golf G.O. Bonds	15,000	60,000	60,000	50,000	50,000	150,000	50,000	50,000	60,000	50,000	595,000
Subtotal	326,398	460,000	460,000	50,000	50,000	150,000	50,000	50,000	60,000	50,000	1,706,398
530 Golf Course Equipment											
Golf G.O. Bonds	35,000	65,000	80,000	35,000	70,000	80,000	35,000	70,000	70,000	35,000	575,000
Subtotal	35,000	65,000	80,000	35,000	70,000	80,000	35,000	70,000	70,000	35,000	575,000
Total Golf	361,398	5,085,000	565,000	96,000	155,000	265,000	97,000	220,000	180,000	135,000	7,159,398
GSD Vehicles											
121 Vehicle & Equipment Replacement Program											
General Equip Replace Reserve	360,000	0	0	0	0	0	0	0	0	0	360,000
General G.O. Bonds	795,000	1,215,000	1,463,000	1,502,000	1,363,000	1,652,000	1,507,000	1,324,000	2,050,000	2,657,500	15,528,500
Sewer G.O. Bonds	493,000	135,000	75,000	200,000	138,000	280,000	327,000	257,000	343,000	332,000	2,580,000
Water G.O. Bonds	95,000	149,000	175,000	60,000	220,000	252,000	82,000	412,000	196,000	466,000	2,107,000
Subtotal	1,743,000	1,499,000	1,713,000	1,762,000	1,721,000	2,184,000	1,916,000	1,993,000	2,589,000	3,455,500	20,575,500
Total GSD Vehicles	1,743,000	1,499,000	1,713,000	1,762,000	1,721,000	2,184,000	1,916,000	1,993,000	2,589,000	3,455,500	20,575,500

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Information Technology & Communications											
2 Information Technology Hardware & Software Replacement											
General Capital Transfer	247,500	187,500	183,500	166,500	187,500	220,000	214,750	217,450	225,000	227,250	2,076,950
Sewer Capital Transfer	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	37,500	87,875	337,375
Water Capital Transfer	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	37,500	87,875	337,375
Subtotal	330,000	250,000	218,000	222,000	250,000	270,000	253,000	255,700	300,000	403,000	2,751,700
297 Geographic Information Systems (GIS)											
General Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	0	28,000
Sewer Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	0	28,000
Water Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	0	28,000
Subtotal	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	0	0	84,000
302 Enterprise Wide Information Systems Applications											
General Capital Transfer	110,000	0	0	0	0	0	0	0	0	0	110,000
Sewer Capital Transfer	18,750	0	0	0	0	0	0	0	0	0	18,750
Water Capital Transfer	18,750	0	0	0	0	0	0	0	0	0	18,750
Subtotal	147,500	0	0	0	0	0	0	0	0	0	147,500
477 Library Equipment Replacement											
General Capital Transfer	0	49,000	0	0	0	0	0	0	0	0	49,000
Subtotal	0	49,000	0	0	0	0	0	0	0	0	49,000
525 Telephone System Replacement Program											
General Capital Transfer	0	0	225,000	0	0	0	0	0	0	0	225,000
Sewer Capital Transfer	0	0	37,500	0	0	0	0	0	0	0	37,500
Water Capital Transfer	0	0	37,500	0	0	0	0	0	0	0	37,500
Subtotal	0	0	300,000	0	0	0	0	0	0	0	300,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
615 Fiber System Replacement											
General Capital Transfer	0	0	25,000	500,000	0	0	0	0	0	0	525,000
Subtotal	0	0	25,000	500,000	0	0	0	0	0	0	525,000
631 Multi-Function Photocopy Machines											
General Capital Transfer	44,000	37,000	23,000	30,000	30,000	46,000	46,000	41,000	37,000	32,000	366,000
Subtotal	44,000	37,000	23,000	30,000	30,000	46,000	46,000	41,000	37,000	32,000	366,000
Total Information Technology & Communications	532,000	346,500	576,500	762,500	290,500	326,500	309,500	307,200	337,000	435,000	4,223,200
Intersections											
31 Broadway / West Street Intersection Improvements (McKee Square)											
General Capital Close-out	32,191	0	0	0	0	0	0	0	0	0	32,191
General G.O. Bonds	235,000	0	840,000	0	0	0	0	0	0	0	1,075,000
General Impact Fees Traf Dist 3	8,480	0	0	0	0	0	0	0	0	0	8,480
Other Federal	0	0	3,360,000	0	0	0	0	0	0	0	3,360,000
Subtotal	275,671	0	4,200,000	0	0	0	0	0	0	0	4,475,671
283 Traffic Signals and Traffic Operations Improvements											
General G.O. Bonds	60,000	0	0	0	260,000	30,000	60,000	700,000	30,000	30,000	1,170,000
Subtotal	60,000	0	0	0	260,000	30,000	60,000	700,000	30,000	30,000	1,170,000
519 Manchester Street/Old Turnpike Road Intersection Improvements											
General Donations	0	0	0	0	500,000	0	0	0	0	0	500,000
Subtotal	0	0	0	0	500,000	0	0	0	0	0	500,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
520 Intersection Safety Improvements											
General Highway Reserve	110,000	110,000	50,000	100,000	50,000	0	0	0	0	0	420,000
Subtotal	110,000	110,000	50,000	100,000	50,000	0	0	0	0	0	420,000
541 Regional Drive/Chenell Drive Intersection Improvements											
General G.O. Bonds	0	300,000	0	1,900,000	0	0	0	0	0	0	2,200,000
Subtotal	0	300,000	0	1,900,000	0	0	0	0	0	0	2,200,000
570 Pleasant/Warren/Fruit Intersection Roundabout											
General G.O. Bonds	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
Total Intersections	445,671	410,000	4,250,000	2,400,000	4,810,000	30,000	60,000	700,000	30,000	30,000	13,165,671
Other Vehicles											
569 Parks and Cemeteries Small Turf Equipment											
General G.O. Bonds	100,000	95,000	80,000	105,000	0	80,000	45,000	40,000	0	0	545,000
Subtotal	100,000	95,000	80,000	105,000	0	80,000	45,000	40,000	0	0	545,000
575 Police Vehicle & Equipment Replacement											
General Capital Transfer	80,000	240,000	250,000	250,000	260,000	260,000	270,000	270,000	280,000	0	2,160,000
General Equip Replace Reserve	200,000	0	0	0	0	0	0	0	0	0	200,000
Subtotal	280,000	240,000	250,000	250,000	260,000	260,000	270,000	270,000	280,000	0	2,360,000
Total Other Vehicles	380,000	335,000	330,000	355,000	260,000	340,000	315,000	310,000	280,000	0	2,905,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Parking											
403 Parking Division Vehicle and Equipment Replacement Program											
Parking G.O. Bonds	0	0	0	55,000	0	0	60,000	0	0	0	115,000
Subtotal	0	0	0	55,000	0	0	60,000	0	0	0	115,000
432 State Street Parking Garage (Formerly Firehouse Block)											
Parking G.O. Bonds	75,000	675,000	12,045,000	0	0	0	0	0	0	1,700,000	14,495,000
Subtotal	75,000	675,000	12,045,000	0	0	0	0	0	0	1,700,000	14,495,000
433 School Street Parking Garage (Formerly Durgin Block)											
Parking G.O. Bonds	0	0	1,100,000	0	0	0	0	0	5,200,000	0	6,300,000
Subtotal	0	0	1,100,000	0	0	0	0	0	5,200,000	0	6,300,000
529 Storrs Street Parking Garage (Formerly Capital Commons)											
Parking G.O. Bonds	0	0	0	0	1,650,000	0	0	0	10,000,000	0	11,650,000
Subtotal	0	0	0	0	1,650,000	0	0	0	10,000,000	0	11,650,000
595 Parking Meters											
Parking G.O. Bonds	0	0	0	0	800,000	1,550,000	0	0	0	0	2,350,000
Subtotal	0	0	0	0	800,000	1,550,000	0	0	0	0	2,350,000
596 Surface Lots											
Parking G.O. Bonds	45,000	450,000	0	0	0	745,000	0	870,000	0	0	2,110,000
Subtotal	45,000	450,000	0	0	0	745,000	0	870,000	0	0	2,110,000
597 Parking Beacons											
Parking Capital Transfer	0	0	0	0	0	5,000	5,000	5,000	5,000	5,000	25,000
Parking G.O. Bonds	0	0	0	0	250,000	0	0	0	0	0	250,000
Subtotal	0	0	0	0	250,000	5,000	5,000	5,000	5,000	5,000	275,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
627 Parking Strategic Plan											
Parking G.O. Bonds	0	0	0	0	0	0	0	0	305,000	0	305,000
Subtotal	0	0	0	0	0	0	0	0	305,000	0	305,000
Total Parking	120,000	1,125,000	13,145,000	55,000	2,700,000	2,300,000	65,000	875,000	15,510,000	1,705,000	37,600,000
Parks and Open Space											
51 White Park											
General Donations	50,000 *	0	0	0	0	0	0	0	0	0	50,000
General G.O. Bonds	350,000 *	270,000	325,000	100,000	205,000	200,000	70,000	0	0	15,000	1,535,000
Other Federal	400,000 *	0	0	0	0	0	0	0	0	0	400,000
Subtotal	800,000	270,000	325,000	100,000	205,000	200,000	70,000	0	0	15,000	1,985,000
52 Keach Park											
General G.O. Bonds	375,000	75,000	0	250,000	80,000	0	100,000	0	0	730,000	1,610,000
General Impact Fees Rec Dist 4	8,775	0	0	0	0	0	0	0	0	0	8,775
Subtotal	383,775	75,000	0	250,000	80,000	0	100,000	0	0	730,000	1,618,775
54 Russell Martin Park											
General G.O. Bonds	0	15,000	0	0	0	0	1,125,000	0	0	1,125,000	2,265,000
Subtotal	0	15,000	0	0	0	0	1,125,000	0	0	1,125,000	2,265,000
55 Rolfe Park											
General G.O. Bonds	0	0	200,000	0	200,000	35,000	0	0	0	0	435,000
Subtotal	0	0	200,000	0	200,000	35,000	0	0	0	0	435,000
56 Rollins Park											
General G.O. Bonds	0	150,000	0	270,000	0	175,000	130,000	30,000	0	0	755,000
Subtotal	0	150,000	0	270,000	0	175,000	130,000	30,000	0	0	755,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
57 Gustaf H. Lehtinen Park/Hero's Bridge											
General G.O. Bonds	0	0	50,000	0	0	0	0	0	0	0	50,000
Subtotal	0	0	50,000	0	0	0	0	0	0	0	50,000
59 Terrill Park											
General Donations	0	0	500,000	0	0	0	0	0	0	0	500,000
General G.O. Bonds	0	1,850,000	400,000	0	0	800,000	0	0	60,000	0	3,110,000
Subtotal	0	1,850,000	900,000	0	0	800,000	0	0	60,000	0	3,610,000
60 Kiwanis (Waterfront) Park											
General Donations	0	0	100,000	0	0	0	0	0	0	0	100,000
General G.O. Bonds	200,000	0	4,400,000	0	0	0	0	0	0	0	4,600,000
Other Federal	0	0	500,000	0	0	0	0	0	0	0	500,000
Subtotal	200,000	0	5,000,000	0	0	0	0	0	0	0	5,200,000
358 Garrison Park											
General G.O. Bonds	0	70,000	0	0	150,000	0	0	0	0	175,000	395,000
Subtotal	0	70,000	0	0	150,000	0	0	0	0	175,000	395,000
359 Merrill Park											
General G.O. Bonds	0	275,000	0	0	0	50,000	40,000	280,000	0	0	645,000
Subtotal	0	275,000	0	0	0	50,000	40,000	280,000	0	0	645,000
360 Kimball Park											
General G.O. Bonds	0	15,000	0	0	0	275,000	80,000	0	0	0	370,000
Subtotal	0	15,000	0	0	0	275,000	80,000	0	0	0	370,000
515 Golf Course Winter Recreation Improvements											
General Donations	0	250,000	0	100,000	0	0	50,000	0	0	0	400,000
Subtotal	0	250,000	0	100,000	0	0	50,000	0	0	0	400,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
528 Pocket Parks											
General G.O. Bonds	0	0	0	400,000	0	0	50,000	0	0	0	450,000
Subtotal	0	0	0	400,000	0	0	50,000	0	0	0	450,000
567 Penacook Riverfront Parks											
General G.O. Bonds	0	0	0	0	0	0	0	0	100,000	0	100,000
General Impact Fees Rec Dist 1	12,071	0	0	0	0	0	0	0	0	0	12,071
Other Federal	500,000	0	0	0	0	0	0	0	0	0	500,000
Other Tax Increment Financing	1,500,000	0	0	0	0	0	0	0	0	0	1,500,000
Subtotal	2,012,071	0	0	0	0	0	0	0	100,000	0	2,112,071
Total Parks and Open Space	3,395,846	2,970,000	6,475,000	1,120,000	635,000	1,535,000	1,645,000	310,000	160,000	2,045,000	20,290,846
Public Buildings											
63 City Wide Recreation Facility Improvements											
General G.O. Bonds	0	650,000	700,000	210,000	160,000	0	0	0	0	0	1,720,000
Subtotal	0	650,000	700,000	210,000	160,000	0	0	0	0	0	1,720,000
65 City Hall Renovations											
General Capital Close-out	21,846	0	0	0	0	0	0	0	0	0	21,846
General G.O. Bonds	355,000	450,000	915,000	405,000	40,000	0	0	0	0	1,390,000	3,555,000
Subtotal	376,846	450,000	915,000	405,000	40,000	0	0	0	0	1,390,000	3,576,846
68 Library											
General Donations	0	0	0	233,500	2,335,000	0	0	0	0	0	2,568,500
General G.O. Bonds	0	400,000	0	2,101,500	21,015,000	0	0	0	0	0	23,516,500
Subtotal	0	400,000	0	2,335,000	23,350,000	0	0	0	0	0	26,085,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
252 Fire Station Improvements											
General G.O. Bonds	80,000	0	0	0	0	350,000	0	0	0	50,000	480,000
Subtotal	80,000	0	0	0	0	350,000	0	0	0	50,000	480,000
323 Combined Operations & Maintenance Facility (COMF) Improvements											
General G.O. Bonds	150,000	80,000	40,000	100,000	0	150,000	0	0	0	0	520,000
Sewer G.O. Bonds	60,000	55,000	20,000	50,000	0	25,000	0	0	0	0	210,000
Water G.O. Bonds	60,000	55,000	20,000	50,000	0	25,000	0	0	0	0	210,000
Subtotal	270,000	190,000	80,000	200,000	0	200,000	0	0	0	0	940,000
443 City-Wide Community Center											
General Capital Transfer	0	25,000	0	0	0	0	0	0	0	0	25,000
General Donations	0	15,000	0	0	0	0	0	0	0	0	15,000
General G.O. Bonds	0	0	0	750,000	50,000	0	0	140,000	0	0	940,000
Subtotal	0	40,000	0	750,000	50,000	0	0	140,000	0	0	980,000
484 Police Station Improvements											
General G.O. Bonds	200,000	0	225,000	250,000	250,000	0	0	0	0	0	925,000
Subtotal	200,000	0	225,000	250,000	250,000	0	0	0	0	0	925,000
521 Police Firearms Range Improvements											
General Capital Transfer	0	0	0	20,000	0	0	0	0	0	175,000	195,000
Subtotal	0	0	0	20,000	0	0	0	0	0	175,000	195,000
551 Library Maintenance											
General G.O. Bonds	150,000	25,000	150,000	550,000	0	100,000	0	0	0	0	975,000
Subtotal	150,000	25,000	150,000	550,000	0	100,000	0	0	0	0	975,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
583 East Concord Fire Station											
General G.O. Bonds	0	0	0	0	6,000,000	0	0	0	0	0	6,000,000
Subtotal	0	0	0	0	6,000,000	0	0	0	0	0	6,000,000
594 New Central Fire Station											
General G.O. Bonds	0	0	0	14,000,000	0	0	0	0	0	0	14,000,000
Subtotal	0	0	0	14,000,000	0	0	0	0	0	0	14,000,000
636 Electric Vehicle (EV) Charging Stations											
General G.O. Bonds	0	0	0	75,000	0	0	50,000	0	0	0	125,000
Sewer G.O. Bonds	0	75,000	0	0	0	0	0	0	0	0	75,000
Water G.O. Bonds	75,000	0	0	0	25,000	0	0	0	0	0	100,000
Subtotal	75,000	75,000	0	75,000	25,000	0	50,000	0	0	0	300,000
643 Police Headquarters (New)											
General G.O. Bonds	75,000	0	2,500,000	25,000,000	0	0	0	0	0	0	27,575,000
Subtotal	75,000	0	2,500,000	25,000,000	0	0	0	0	0	0	27,575,000
Total Public Buildings	1,226,846	1,830,000	4,570,000	43,795,000	29,875,000	650,000	50,000	140,000	0	1,615,000	83,751,846
Public Safety											
230 Opticom Replacement											
General Highway Reserve	0	15,000	0	20,000	0	20,000	0	20,000	0	20,000	95,000
Subtotal	0	15,000	0	20,000	0	20,000	0	20,000	0	20,000	95,000
305 Fire Department Communications Equipment											
General G.O. Bonds	0	0	0	700,000	0	0	0	150,000	0	0	850,000
Subtotal	0	0	0	700,000	0	0	0	150,000	0	0	850,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
335 Thermal Imaging Cameras											
General G.O. Bonds	0	45,000	0	0	0	0	60,000	0	0	0	105,000
Subtotal	0	45,000	0	0	0	0	60,000	0	0	0	105,000
368 Police Department Communications Equipment											
General G.O. Bonds	0	120,000	0	80,000	0	0	0	180,000	180,000	100,000	660,000
Subtotal	0	120,000	0	80,000	0	0	0	180,000	180,000	100,000	660,000
370 Police Department Ballistic Vest Replacement Program											
General G.O. Bonds	0	0	80,000	0	0	0	0	85,000	0	0	165,000
Subtotal	0	0	80,000	0	0	0	0	85,000	0	0	165,000
376 Fire Department Hose & Equipment Replacement											
General Capital Transfer	30,000	0	30,000	0	0	0	0	0	0	0	60,000
General G.O. Bonds	0	0	0	0	35,000	50,000	115,000	0	0	0	200,000
Subtotal	30,000	0	30,000	0	35,000	50,000	115,000	0	0	0	260,000
522 Patrol Rifle Replacements											
General G.O. Bonds	0	15,000	0	0	0	0	0	0	0	0	15,000
Subtotal	0	15,000	0	0	0	0	0	0	0	0	15,000
527 Fire Department EMS Equipment Replacement											
General G.O. Bonds	275,000	275,000	0	0	0	0	0	350,000	350,000	0	1,250,000
Subtotal	275,000	275,000	0	0	0	0	0	350,000	350,000	0	1,250,000
555 Handgun Replacement											
General Capital Transfer	0	0	0	50,000	0	0	0	0	0	0	50,000
Subtotal	0	0	0	50,000	0	0	0	0	0	0	50,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
560 Fire Training Facility											
General G.O. Bonds	0	0	0	0	500,000	0	0	0	0	0	500,000
Subtotal	0	0	0	0	500,000	0	0	0	0	0	500,000
561 Fire Alarm Infrastructure Replacement											
General G.O. Bonds	0	0	20,000	0	20,000	0	20,000	0	20,000	0	80,000
Subtotal	0	0	20,000	0	20,000	0	20,000	0	20,000	0	80,000
573 Fire Department Personnel Protective Equipment											
General Capital Transfer	35,000	35,000	40,000	40,000	45,000	45,000	50,000	50,000	55,000	55,000	450,000
General G.O. Bonds	0	775,000	30,000	0	0	0	0	0	0	0	805,000
Subtotal	35,000	810,000	70,000	40,000	45,000	45,000	50,000	50,000	55,000	55,000	1,255,000
618 Unmanned Aerial System (UAS)											
General Donations	100,000 *	0	0	0	0	0	0	0	0	0	100,000
Subtotal	100,000	0	0	0	0	0	0	0	0	0	100,000
620 Police Department Security Fencing											
General Capital Transfer	0	20,000	0	0	0	0	0	0	0	0	20,000
General G.O. Bonds	0	0	0	30,000	0	0	0	0	0	0	30,000
Subtotal	0	20,000	0	30,000	0	0	0	0	0	0	50,000
621 Police Department Booking Room Renovations											
General Capital Transfer	0	40,000	0	0	0	0	0	0	0	0	40,000
Subtotal	0	40,000	0	0	0	0	0	0	0	0	40,000
629 Police Body Worn Cameras and In-Car Video											
Other Federal	0	470,000	80,000	80,000	80,000	80,000	0	0	0	0	790,000
Subtotal	0	470,000	80,000	80,000	80,000	80,000	0	0	0	0	790,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
630 Police Computer Crimes Hardware and Equipment											
General Capital Transfer	16,000	12,000	0	0	0	0	0	0	0	0	28,000
Subtotal	16,000	12,000	0	0	0	0	0	0	0	0	28,000
645 Police Department RMS/CAD Upgrade											
General G.O. Bonds	0	250,000	250,000	0	0	0	0	0	0	0	500,000
Subtotal	0	250,000	250,000	0	0	0	0	0	0	0	500,000
Total Public Safety	456,000	2,072,000	530,000	1,000,000	680,000	195,000	245,000	835,000	605,000	175,000	6,793,000
Sewer Collection											
91 Sewer Main Rehabilitation and Construction											
Sewer Capital Transfer	50,000	40,000	40,000	40,000	40,000	40,000	40,000	80,000	160,000	0	530,000
Sewer G.O. Bonds	1,900,000	8,550,000	9,400,000	0	0	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	25,850,000
Subtotal	1,950,000	8,590,000	9,440,000	40,000	40,000	1,240,000	1,240,000	1,280,000	1,360,000	1,200,000	26,380,000
275 Sewer Pump Station Improvements											
Sewer G.O. Bonds	300,000	1,720,000	6,000,000	0	500,000	0	250,000	0	0	0	8,770,000
Subtotal	300,000	1,720,000	6,000,000	0	500,000	0	250,000	0	0	0	8,770,000
410 Sewer Video Inspection Equipment											
Sewer Capital Transfer	0	0	0	20,000	0	0	0	0	0	0	20,000
Sewer G.O. Bonds	0	0	0	0	0	0	0	0	80,000	0	80,000
Subtotal	0	0	0	20,000	0	0	0	0	80,000	0	100,000
Total Sewer Collection	2,250,000	10,310,000	15,440,000	60,000	540,000	1,240,000	1,490,000	1,280,000	1,440,000	1,200,000	35,250,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Sewer Treatment											
89 Hall Street Waste Water Treatment Plant Odor Control											
Sewer G.O. Bonds	0	0	0	0	0	0	275,000	4,300,000	0	640,000	5,215,000
Subtotal	0	0	0	0	0	0	275,000	4,300,000	0	640,000	5,215,000
104 Hall Street Waste Water Treatment Plant Improvements											
Sewer Capital Close-out	1,551,346	0	0	0	0	0	0	0	0	0	1,551,346
Sewer G.O. Bonds	650,000	3,580,000	0	5,485,000	4,555,000	3,065,000	3,300,000	1,985,000	2,990,000	1,500,000	27,110,000
Subtotal	2,201,346	3,580,000	0	5,485,000	4,555,000	3,065,000	3,300,000	1,985,000	2,990,000	1,500,000	28,661,346
466 Penacook Waste Water Treatment Plant Improvements											
Sewer G.O. Bonds	50,000	1,060,000	30,000	1,630,000	225,000	690,000	860,000	320,000	300,000	0	5,165,000
Subtotal	50,000	1,060,000	30,000	1,630,000	225,000	690,000	860,000	320,000	300,000	0	5,165,000
Total Sewer Treatment	2,251,346	4,640,000	30,000	7,115,000	4,780,000	3,755,000	4,435,000	6,605,000	3,290,000	2,140,000	39,041,346
Sidewalks and Streetscapes											
17 Sidewalk, Bikeway and Streetscape Improvements											
General G.O. Bonds	1,090,000	0	500,000	0	500,000	0	500,000	0	0	250,000	2,840,000
Subtotal	1,090,000	0	500,000	0	500,000	0	500,000	0	0	250,000	2,840,000
380 Neighborhood Safety Improvements											
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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
543 Merrimack River Greenway Trail Project											
General Donations	295,000 *	0	0	2,000,000	0	1,100,000	0	0	0	0	3,395,000
General G.O. Bonds	130,000 *	180,000	0	2,000,000	0	1,100,000	0	0	0	0	3,410,000
Other Federal	275,000 *	0	0	0	0	0	0	0	0	0	275,000
Other State	0	0	0	0	0	8,800,000	0	0	0	0	8,800,000
Subtotal	700,000	180,000	0	4,000,000	0	11,000,000	0	0	0	0	15,880,000
591 Sidewalk Cleanliness											
General Donations	0	0	0	0	0	0	30,000	0	0	0	30,000
General G.O. Bonds	0	0	0	0	0	0	90,000	0	0	0	90,000
Subtotal	0	0	0	0	0	0	120,000	0	0	0	120,000
646 Planter Box Fencing											
General Donations	0	0	0	95,000	0	0	0	0	0	0	95,000
General G.O. Bonds	95,000	0	0	0	0	0	0	0	0	0	95,000
Subtotal	95,000	0	0	95,000	0	0	0	0	0	0	190,000
Total Sidewalks and Streetscapes	1,925,000	180,000	500,000	4,095,000	500,000	11,000,000	620,000	0	0	250,000	19,070,000
Solid Waste Management											
381 Landfill Closure and Maintenance											
General G.O. Bonds	0	0	0	0	0	8,932,000	0	0	0	0	8,932,000
Solid Waste Capital Transfer	50,000	0	0	0	0	0	0	0	0	0	50,000
Subtotal	50,000	0	0	0	0	8,932,000	0	0	0	0	8,982,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
447 Landfill Soil Vapor Extraction Systems											
Solid Waste Capital Transfer	0	0	0	0	0	10,000	10,000	0	0	0	20,000
Solid Waste G.O. Bonds	0	0	0	0	125,000	45,000	0	0	0	0	170,000
Subtotal	0	0	0	0	125,000	55,000	10,000	0	0	0	190,000
Total Solid Waste Management	50,000	0	0	0	125,000	8,987,000	10,000	0	0	0	9,172,000
Storm Sewer											
83 Storm Water Improvements											
General Capital Close-out	192,199	0	0	0	0	0	0	0	0	0	192,199
General Donations	0	150,000	1,000,000	0	0	0	0	0	0	0	1,150,000
General G.O. Bonds	360,000	0	0	0	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,860,000
Other Tax Increment Financing	75,000	75,000	500,000	0	0	0	0	0	0	0	650,000
Water G.O. Bonds	0	75,000	500,000	0	0	0	0	0	0	0	575,000
Subtotal	627,199	300,000	2,000,000	0	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,427,199
571 I-393/Horseshoe Pond Drainage Improvements											
General G.O. Bonds	0	0	100,000	0	0	0	0	0	0	0	100,000
Subtotal	0	0	100,000	0	0	0	0	0	0	0	100,000
647 Inflow & Infiltration Removal											
General G.O. Bonds	0	270,000	100,000	0	0	0	0	0	0	0	370,000
Sewer G.O. Bonds	0	270,000	0	0	0	0	0	0	0	0	270,000
Subtotal	0	540,000	100,000	0	0	0	0	0	0	0	640,000
656 River Bank Stabilization Projects											
General G.O. Bonds	400,000	0	1,000,000	0	0	0	0	0	0	0	1,400,000
Subtotal	400,000	0	1,000,000	0	0	0	0	0	0	0	1,400,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Total Storm Sewer	1,027,199	840,000	3,200,000	0	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	12,567,199
Street Corridor Improvements											
36 Manchester Street / Route 3 South											
General G.O. Bonds	60,000	60,000	0	2,100,000	0	0	0	0	0	0	2,220,000
Other State	240,000	240,000	0	4,800,000	0	0	0	0	0	0	5,280,000
Sewer G.O. Bonds	0	0	300,000	0	0	0	0	0	0	0	300,000
Water G.O. Bonds	0	0	0	160,000	0	0	0	0	0	0	160,000
Subtotal	300,000	300,000	300,000	7,060,000	0	0	0	0	0	0	7,960,000
505 South Main Street Corridor Improvements											
General G.O. Bonds	0	0	0	0	0	0	160,000	1,150,000	0	0	1,310,000
Subtotal	0	0	0	0	0	0	160,000	1,150,000	0	0	1,310,000
611 Eastman Street Retaining Wall											
General G.O. Bonds	0	0	0	0	190,000	0	0	0	0	0	190,000
Subtotal	0	0	0	0	190,000	0	0	0	0	0	190,000
Total Street Corridor Improvements	300,000	300,000	300,000	7,060,000	190,000	0	160,000	1,150,000	0	0	9,460,000
Street Rehabilitation											
78 Annual Highway Improvement Program											
General Highway Reserve	3,122,000	2,748,000	2,600,000	2,600,000	3,250,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	31,470,000
Subtotal	3,122,000	2,748,000	2,600,000	2,600,000	3,250,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	31,470,000
Total Street Rehabilitation	3,122,000	2,748,000	2,600,000	2,600,000	3,250,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	31,470,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
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	0	1,100,000	8,750,000	0	0	0	0	0	0	0	9,850,000
Subtotal	0	1,100,000	8,750,000	0	0	0	0	0	500,000	5,000,000	15,350,000
502 Whitney Road Extension											
General Donations	0	0	0	2,350,000	25,700,000	0	0	0	0	0	28,050,000
Subtotal	0	0	0	2,350,000	25,700,000	0	0	0	0	0	28,050,000
Total Streets New Construction	0	1,100,000	8,750,000	2,350,000	25,700,000	0	0	0	500,000	5,000,000	43,400,000
Water Distribution System											
84 Water Main Cleaning & Lining											
Water G.O. Bonds	0	550,000	0	0	0	0	0	260,000	575,000	1,040,000	2,425,000
Subtotal	0	550,000	0	0	0	0	0	260,000	575,000	1,040,000	2,425,000
85 Water Main Replacement											
Water Capital Close-out	1,154	0	0	0	0	0	0	0	0	0	1,154
Water G.O. Bonds	550,000	0	1,165,000	0	0	0	0	2,000,000	0	0	3,715,000
Subtotal	551,154	0	1,165,000	0	0	0	0	2,000,000	0	0	3,716,154
86 Water Main Construction											
Water G.O. Bonds	0	1,600,000	0	0	0	0	0	0	0	0	1,600,000
Subtotal	0	1,600,000	0	0	0	0	0	0	0	0	1,600,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
244 Water Meter Replacement Program											
Water Capital Transfer	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,250,000
Water G.O. Bonds	250,000	250,000	250,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	2,675,000
Subtotal	375,000	375,000	375,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	3,925,000
451 Leak Detection											
Water Capital Transfer	0	0	10,000	0	0	0	0	15,000	0	0	25,000
Subtotal	0	0	10,000	0	0	0	0	15,000	0	0	25,000
Total Water Distribution System	926,154	2,525,000	1,550,000	400,000	400,000	400,000	400,000	2,675,000	975,000	1,440,000	11,691,154
Water Treatment											
88 Water Plant Improvements											
Water Capital Transfer	0	0	0	0	0	0	0	0	0	25,000	25,000
Water G.O. Bonds	125,000	80,000	100,000	400,000	400,000	0	950,000	1,025,000	120,000	250,000	3,450,000
Subtotal	125,000	80,000	100,000	400,000	400,000	0	950,000	1,025,000	120,000	275,000	3,475,000
114 Penacook Lake Dam and Spillway Rehabilitation											
Water Federal	250,000 *	0	0	0	0	0	0	0	0	0	250,000
Water G.O. Bonds	0	0	0	0	0	0	0	0	0	75,000	75,000
Subtotal	250,000	0	0	0	0	0	0	0	0	75,000	325,000
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	35,000	305,000
Subtotal	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	35,000	305,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
321 Water System Master Plan & Implementation											
Water Capital Transfer	0	0	0	80,000	40,000	90,000	0	0	70,000	0	280,000
Subtotal	0	0	0	80,000	40,000	90,000	0	0	70,000	0	280,000
345 Water Supply Well Field Maintenance											
Water G.O. Bonds	0	0	0	0	0	150,000	0	0	0	0	150,000
Subtotal	0	0	0	0	0	150,000	0	0	0	0	150,000
347 Water Storage Tank Repairs											
Water G.O. Bonds	75,000	40,000	50,000	55,000	55,000	80,000	0	50,000	60,000	55,000	520,000
Subtotal	75,000	40,000	50,000	55,000	55,000	80,000	0	50,000	60,000	55,000	520,000
372 Water System Pump Station Improvements											
Water G.O. Bonds	0	180,000	1,020,000	0	0	0	0	0	550,000	0	1,750,000
Subtotal	0	180,000	1,020,000	0	0	0	0	0	550,000	0	1,750,000
482 Water System Asset Management											
Water G.O. Bonds	0	90,000	0	0	0	0	0	0	0	75,000	165,000
Subtotal	0	90,000	0	0	0	0	0	0	0	75,000	165,000
Total Water Treatment	480,000	420,000	1,200,000	565,000	525,000	350,000	980,000	1,105,000	830,000	515,000	6,970,000
Grand Total	24,304,436	64,970,292	72,015,056	84,180,556	82,670,612	43,142,500	20,995,836	27,754,312	35,476,000	44,755,500	500,265,100

***Excluded from Budget Appropriation**

2024-2033
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 FY 2007 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Sewer	Capital Transfer	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	37,500	87,875	337,375
Water	Capital Transfer	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	37,500	87,875	337,375
General	Capital Transfer	247,500	187,500	183,500	166,500	187,500	220,000	214,750	217,450	225,000	227,250	2,076,950
	Total	330,000	250,000	218,000	222,000	250,000	270,000	253,000	255,700	300,000	403,000	2,751,700

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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

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

2027	General Capital Transfer	166,500	Replace hardware, computers, laptops, monitors ($70,000). Replace end-of-life servers ($20,000). Training for current and new employees, ($20,000). Printers ($10,000). Software upgrades ($100,000).
	Water Capital Transfer	27,750	Water share of above.
	Sewer Capital Transfer	27,750	Sewer share of above.
		$222,000	2027 Subtotal
2028	General Capital Transfer	187,500	Replace hardware, computers, laptops, monitors ($120,000). Replace end-of-life servers ($20,000). Printers ($10,000). Software upgrades ($30,000). Replace Fire Department apparatus mobile computers ($70,000).
	Water Capital Transfer	31,250	Water share of above.
	Sewer Capital Transfer	31,250	Sewer share of above.
		$250,000	2028 Subtotal
2029	General Capital Transfer	220,000	Replace hardware, computers, laptops, monitors ($120,000). Replace 1/5 end-of-life servers ($35,000). Printers ($10,000). Software upgrades ($30,000). Replace Fire Department apparatus mobile computers ($75,000).
	Sewer Capital Transfer	25,000	Sewer share of above.
	Water Capital Transfer	25,000	Water share of above.
		$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
2031	General Capital Transfer	217,450	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.

PROJECT:	INFORMATION TECHNOLOGY	#2-Information Technology Hardware & Software Replacement	
		$255,700	2031 Subtotal
2032	General Capital Transfer	225,000	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).
	Sewer Capital Transfer	37,500	Sewer share of above.
	Water Capital Transfer	37,500	Water share of above.
		$300,000	2032 Subtotal
2033	General Capital Transfer	227,250	Replace hardware, computers, laptops, monitors. Replace 1/5 end-of-life servers. Training for current and new employees. Printers Software upgrades
	Sewer Capital Transfer	87,875	Sewer share of above.
	Water Capital Transfer	87,875	Water share of above.
		$403,000	2033 Subtotal
	TOTAL	$2,751,700	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #4-Fire Department Vehicle Replacement

I. PROJECT TYPE: Fire Vehicles

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:										
	☐ 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 maintain 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: 6 total. 4 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 to 15 years.

UTV: 1 total. Kept for 10 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).

Battalion Chief Vehicles: 2 Total. 5 years front line service followed by 5 years in reserve.

Staff Vehicles (Replace every 10 years):
Chief (1)

PROJECT: FIRE #4-Fire Department Vehicle Replacement

Deputy Chief (2)
Training Captain (1)
EMS Captain (1)
Fire Marshal (1)
Asst. Fire Marshal (1)
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): Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Close-out	2,181	0	0	0	0	0	0	0	0	0	2,181
General	G.O. Bonds	1,355,000	1,495,000	920,000	945,000	525,000	425,000	1,035,000	1,900,000	1,405,000	475,000	10,480,000
	Total	1,357,181	1,495,000	920,000	945,000	525,000	425,000	1,035,000	1,900,000	1,405,000	475,000	10,482,181

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	895,000	Replace Tanker Truck
	General G.O. Bonds	400,000	Replace Ambulance 7 (2019)
	General G.O. Bonds	60,000	Replace 4 Staff Vehicles (2016)
	General Capital Close-out	2,181	Replace Tanker Truck. Closeout Share.
		$1,357,181	2024 Subtotal

PROJECT: FIRE #4-Fire Department Vehicle Replacement

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 (2018) [Chief's Car, Training Officer Pick Up, Assist Fire Marshal]
			$920,000	2026 Subtotal
2027	General	G.O. Bonds	800,000	Replace Ambulances 4 and 5 (2022)
	General	G.O. Bonds	85,000	Replace Command Car (2022)
	General	G.O. Bonds	60,000	Replace Utility Truck (2017)
			$945,000	2027 Subtotal
2028	General	G.O. Bonds	425,000	Replace Ambulance 1 (2023)
	General	G.O. Bonds	100,000	Replace Forestry 4 (2017)
			$525,000	2028 Subtotal
2029	General	G.O. Bonds	425,000	Replace Ambulance 7 (2024)
			$425,000	2029 Subtotal
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	100,000	Replace Forestry 7 (2020)
	General	G.O. Bonds	55,000	Replace UTV (2020)
			$1,035,000	2030 Subtotal
2031	General	G.O. Bonds	1,900,000	Replace Ladder Truck (2023)
			$1,900,000	2031 Subtotal

PROJECT: FIRE #4-Fire Department Vehicle Replacement

2032	General	G.O. Bonds	950,000	Replace Ambulances 4 & 5 (2027)
	General	G.O. Bonds	240,000	Replace EMS Officer's Vehicle Replace Deputy Chief-Operations Vehicle Replace Fire Marshal Vehicle Replace Deputy Chief-Administration Vehicle
	General	G.O. Bonds	215,000	Replace Fire Alarm Utility Truck (2022)
			$1,405,000	2032 Subtotal
2033	General	G.O. Bonds	475,000	Ambulance 1 Replacement - (2028)
			$475,000	2033 Subtotal
	TOTAL		$10,482,181	

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.

This program was developed through the Transportation Policy Advisory Committee and presented and accepted by the City Council in 2021.

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): 20 Expected Bond Term (in Years) 20

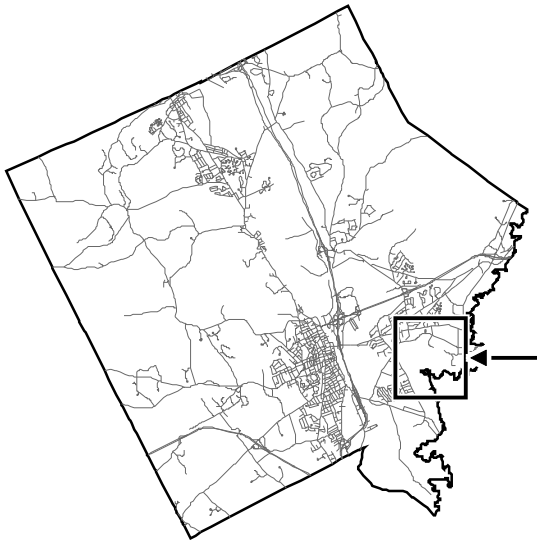
VI. PROJECT FUND SUMMARY

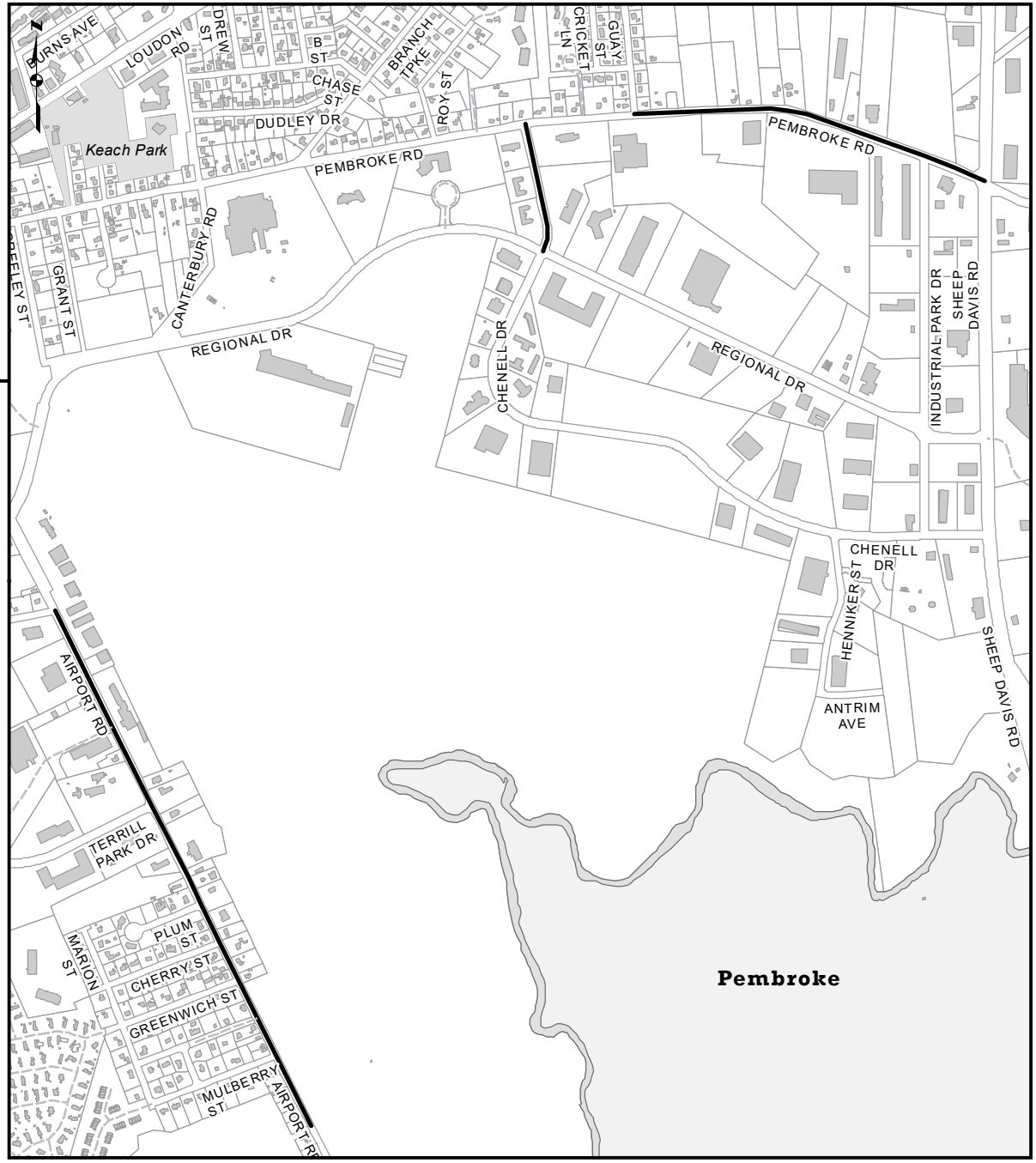
Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	1,090,000	0	500,000	0	500,000	0	500,000	0	0	250,000	2,840,000
	Total	1,090,000	0	500,000	0	500,000	0	500,000	0	0	250,000	2,840,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2024	General	G.O. Bonds	1,090,000	Construct sidewalk on Airport Road (Ripley St. to 184 Airport Rd.) $540,000; Pembroke Road (Guay to Sheep Davis Rd.) $400,000; Chenell Drive (Pembroke Rd to Regional Dr.) $150,000. To be coordinated with CIP #78.
			$1,090,000	2024 Subtotal
2026	General	G.O. Bonds	500,000	Sidewalk projects to be coordinated with CIP #78.
			$500,000	2026 Subtotal
2028	General	G.O. Bonds	500,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
			$500,000	2028 Subtotal
2030	General	G.O. Bonds	500,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
			$500,000	2030 Subtotal
2033	General	G.O. Bonds	250,000	Construct sidewalk on Sewalls Falls Road and/or Hutchins Street. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program" if possible.
			$250,000	2033 Subtotal
	TOTAL		$2,840,000	





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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale

FY 2024
CIP PROJECT #17

SIDEWALK, BIKEWAY AND STREETSCAPE IMPROVEMENTS

2024-2033
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) 20

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

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	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	0	1,100,000	8,750,000	0	0	0	0	0	0	0	9,850,000
	Total	0	1,100,000	8,750,000	0	0	0	0	0	500,000	5,000,000	15,350,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Other Tax Increment Financing	700,000	Discontinuance and acquisition of Northern Main Railroad from Loudon Road to Horseshoe Pond Lane to facilitate Storrs Street North from Pan Am Systems; rehabilitation of Pan Am Systems' existing siding located in South-End Rail Yard. Financed by the NEOCTIF District.
	Other Tax Increment Financing	400,000	Preliminary Design for Storrs Street North Extension to include the design of North Main Street and Storrs Street intersection (previously programmed in FY21 CIP 34). Financed by the NEOCTIF District.
		$1,100,000	2025 Subtotal
2026	Other Tax Increment Financing	8,750,000	Final design, permitting, and construction of Storrs Street North Extension including North Main Street and Storrs Street Intersection.. Financed by the NEOCTIF District.
		$8,750,000	2026 Subtotal
2032	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	2032 Subtotal
2033	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	2033 Subtotal
	TOTAL	$15,350,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

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.

In January 2023, the City submitted a grant application through the New Hampshire Department of Transportation Congestion Mitigation and Air Quality Program for this project with funding 80% Federal and 20% City.

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) 20

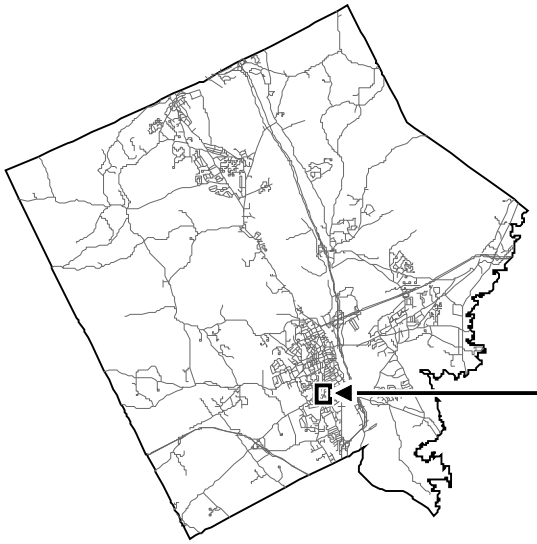
PROJECT: CD-ENGINEERING SERVICES #31-Broadway / West Street Intersection Improvements (McKee Square)

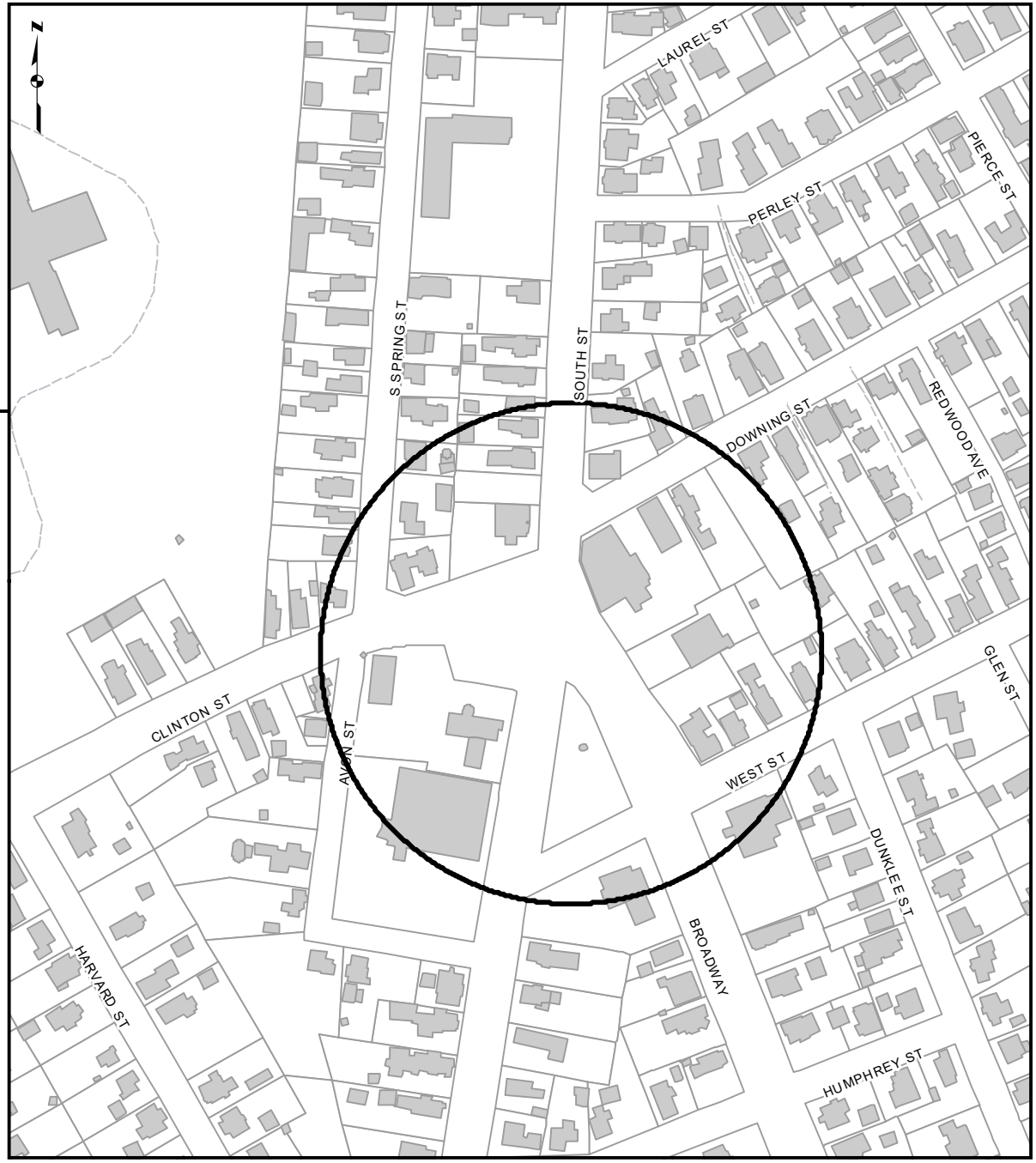
VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Close-out	32,191	0	0	0	0	0	0	0	0	0	32,191
General	G.O. Bonds	235,000	0	840,000	0	0	0	0	0	0	0	1,075,000
General	Impact Fees Traf Dist 3	8,480	0	0	0	0	0	0	0	0	0	8,480
Other	Federal	0	0	3,360,000	0	0	0	0	0	0	0	3,360,000
	Total	275,671	0	4,200,000	0	0	0	0	0	0	0	4,475,671

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	220,000	Phase 2: Final design and permitting for preferred intersection improvement concept.
	General Capital Close-out	32,191	Phase 2: Final design and permitting for preferred intersection improvement concept. Closeout share.
	General G.O. Bonds	15,000	Phase 1: Additional funds for Phase 1 Preliminary Design.
	General Impact Fees Traf Dist 3	8,480	Phase 1: Additional funds for Phase 1 Preliminary Design.
		$275,671	2024 Subtotal
2026	Other Federal	3,360,000	Phase 3: Construction of preferred intersection improvements. Preliminary estimate. (state 80% share).
	General G.O. Bonds	840,000	Phase 3: Construction of preferred intersection improvements. Preliminary estimate. (City 20% share).
		$4,200,000	2026 Subtotal
	TOTAL	$4,475,671	





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Not to Scale

FY 2024
CIP PROJECT #31

BROADWAY/WEST STREET INTERSECTION (MCKEE SQUARE)

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.

In 2023, this project has been included in the NHDOT Ten Year Plan and project costs and schedule have been adjusted for an 80/20% state/city funding match.

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.

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

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

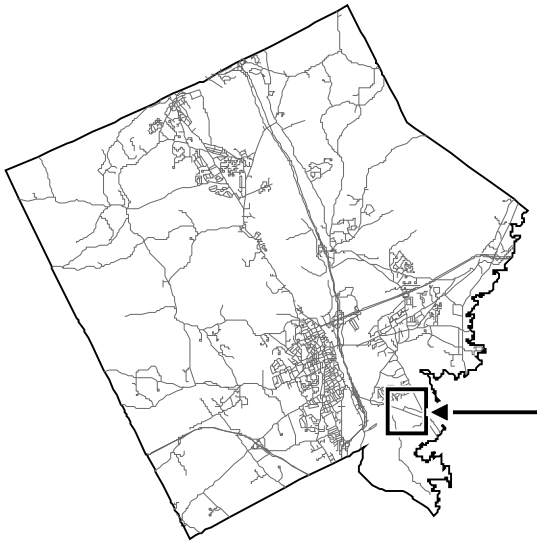
Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Water	G.O. Bonds	0	0	0	160,000	0	0	0	0	0	0	160,000
General	G.O. Bonds	60,000	60,000	0	2,100,000	0	0	0	0	0	0	2,220,000
Sewer	G.O. Bonds	0	0	300,000	0	0	0	0	0	0	0	300,000
Other	State	240,000	240,000	0	4,800,000	0	0	0	0	0	0	5,280,000
	Total	300,000	300,000	300,000	7,060,000	0	0	0	0	0	0	7,960,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Other State	240,000	Right-of-Way acquisition for roadway improvements. (80% state share)
	General G.O. Bonds	60,000	Right-of-Way acquisition for roadway improvements. (20% state share)
		$300,000	2024 Subtotal
2025	Other State	240,000	Relocate private business signs to accommodate utility relocation. (80% state Share)
	General G.O. Bonds	60,000	Relocate private business signs to accommodate utility relocation. (20% state Share)
		$300,000	2025 Subtotal
2026	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.
		$300,000	2026 Subtotal
2027	Water G.O. Bonds	160,000	Replace deteriorated service mains, install new service mains, hydrants and valves.
	Other State	4,800,000	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. (80% state share).

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

General	G.O. Bonds	1,200,000	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. (20% City share).
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). Review and potential construction of intersection improvements at Crestwood Manufactured Home Park ($550,000). Previously approved by City Council in 2005.
		$7,060,000	2027 Subtotal
TOTAL		$7,960,000	



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Not to Scale

FY 2024
CIP PROJECT #36

STREET CORRIDOR IMPROVEMENTS
MANCHESTER STREET/
ROUTE 3 SOUTH

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #43-Garvins Falls Development Area

I. PROJECT TYPE: Economic Development

II. LOCATION: Urban Reserve Area Southerly of Manchester Street in the Vicinity of Garvins Falls Road

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.	H	Tax Base Exp.	H	City Master Pl.	
	☐ Rebuild	H	O + M Costs	M	Council Goals	L	Timeliness		Corridor Improvements	

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

DESCRIPTION: This project provides infrastructure improvements to support development of the largest contiguous area of undeveloped land in the City in accordance with the 1996 "Garvins Falls Urban Reserve Area - Development Feasibility Study". In Phase 1, a new collector road will be extended southerly from the Manchester Street/Old Suncook Road intersection to connect with a westerly extension of Integra Drive.

In later phases, Rte. 106 is extended westerly from Route 3 in Pembroke through the redevelopment area, eventually crossing the Merrimack River and connecting with Hall Street in the vicinity of the City Wastewater Treatment Plant. The project includes an internal roadway, as well as water and sewer main extensions within the new roadway network.

This project is intended to support a public / private partnership with property owners / developers looking to undertake development projects within this area of the City.

SERVICE IMPACT: Seven (7) new miles of roads will need to be maintained with water, sewer and storm utilities included. Project at build out (60 - 95 years) would increase city tax base significantly.

IMPACT IF NOT FUNDED: Community economic development benefits will be delayed.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1996 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 60 Expected Bond Term (in Years) 20

PROJECT: CD-ENGINEERING SERVICES #43-Garvins Falls Development Area

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	10,200,000	10,200,000
Sewer	G.O. Bonds	0	0	0	0	0	0	0	0	0	2,875,000	2,875,000
Water	G.O. Bonds	0	0	0	0	0	0	0	0	0	1,525,000	1,525,000
	Total	0	0	0	0	0	0	0	0	0	14,600,000	14,600,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2033	General G.O. Bonds	7,200,000	Phase II - Extension of collector street system including a bridge over the Merrimack River at Hall Street. 10,900 LF of new roadway.
	General G.O. Bonds	3,000,000	Phase I - Design and construction of new collector road extending southerly from the intersection of Manchester and Old Suncook Road. The extension of Integra Drive to the new collector road plus two interior access roads. 7,300 LF of new roadway.
	Sewer G.O. Bonds	1,600,000	Phase II sewer system extension in new street.
	Sewer G.O. Bonds	1,275,000	Phase I sewer system extension in new streets.
	Water G.O. Bonds	875,000	Phase I water system extension in new streets.
	Water G.O. Bonds	650,000	Phase III water system extension in new street.
		$14,600,000	2033 Subtotal
	TOTAL	$14,600,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #51-White Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: 1 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	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 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. Lack of routine maintenance may result in closure of some park amenities to reduce liability.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Other	Federal	400,000*	0	0	0	0	0	0	0	0	0	400,000
General	Donations	50,000*	0	0	0	0	0	0	0	0	0	50,000
General	G.O. Bonds	350,000*	270,000	325,000	100,000	205,000	200,000	70,000	0	0	15,000	1,535,000
	Total	800,000	270,000	325,000	100,000	205,000	200,000	70,000	0	0	15,000	1,985,000

PROJECT: REC-GROUNDS #51-White Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Other Federal	400,000	Replace Monkey Around Playground.
	General G.O. Bonds	350,000	Replace Monkey Around Playground.
	General Donations	50,000	Replace Monkey Around Playground.
		$800,000	2024 Subtotal
2025	General G.O. Bonds	150,000	Rehabilitate the impervious surface of the hockey rink and rink repairs.
	General G.O. Bonds	80,000	Full depth reconstruction of basketball court.
	General G.O. Bonds	40,000	Repair the retaining wall on the north side of the basket ball court.
		$270,000	2025 Subtotal
2026	General G.O. Bonds	175,000	Floating plant system to help with water quality.
	General G.O. Bonds	150,000	Phase 1 of perimeter ornamental fence repair / replacement.
		$325,000	2026 Subtotal
2027	General G.O. Bonds	100,000	Clean fire damage and repair storage building that was vandalized several years ago.
		$100,000	2027 Subtotal
2028	General G.O. Bonds	30,000	Replace irrigation system pump.
	General G.O. Bonds	175,000	Phase 2 of perimeter ornamental fence repair / replacement.
		$205,000	2028 Subtotal
2029	General G.O. Bonds	200,000	Phase 3 of ornamental fence repair / replacement.
		$200,000	2029 Subtotal
2030	General G.O. Bonds	70,000	Repair and repoint stone wall in the outfield of baseball field along White Street and small rock wall around maintenance building.

PROJECT:		REC-GROUNDS	#51-White Park		
				$70,000	2030 Subtotal
2033	General	G.O. Bonds		15,000	Crack seal and re-surface basketball court.
				$15,000	2033 Subtotal
	TOTAL			$1,985,000	

2024-2033
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	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 Keach Park.

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. Lack of routine maintenance may result in closure of some park amenities to reduce liability.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Impact Fees Rec Dist 4	8,775	0	0	0	0	0	0	0	0	0	8,775
General	G.O. Bonds	375,000	75,000	0	250,000	80,000	0	100,000	0	0	730,000	1,610,000
	Total	383,775	75,000	0	250,000	80,000	0	100,000	0	0	730,000	1,618,775

PROJECT: REC-GROUNDS #52-Keach Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	375,000	Design and construction of lighting improvements for youth soccer field. Design: $30,000. Construction: $345,000 (excludes impact fee portion). Simultaneously with design process, community meetings shall be conducted to review concepts, gather public input, as well as develop community consensus on a preferred design concept and usage plan for the lit field space. Public input meetings shall include the public, the City's Recreation and Parks Advisory Committee and Airport Advisory Committee, park users (including applicable leagues), abutting property owners, as well as community groups and other interested stakeholders. Construction is subject to City Council review and approval of preferred design concept and facility usage plan.
	General Impact Fees Rec Dist 4	8,775	Design and construction of lighting improvements for youth soccer field. Impact Fee share.
		$383,775	2024 Subtotal
2025	General G.O. Bonds	75,000	Pave the existing 1/2 mile long walking path around the perimeter of the park.
		$75,000	2025 Subtotal
2027	General G.O. Bonds	200,000	Replace playground equipment; includes poured in place safety surfacing.
	General G.O. Bonds	50,000	Replace controls and pump for irrigation system.
		$250,000	2027 Subtotal
2028	General G.O. Bonds	80,000	Purchase and install adult exercise equipment along walking trail in park.
		$80,000	2028 Subtotal
2030	General G.O. Bonds	80,000	Replace two backstops (Little League and Softball Fields).
	General G.O. Bonds	20,000	Install a water line and grade area for new outdoor skating rink.
		$100,000	2030 Subtotal
2033	General G.O. Bonds	700,000	Acquisition of property for park expansion.
	General G.O. Bonds	30,000	Crack seal and paint basketball court and soccer mini pitch.

PROJECT:	REC-GROUNDS	#52-Keach Park		
			$730,000	2033 Subtotal
TOTAL			$1,618,775	

2024-2033
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): 20

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	15,000	0	0	0	0	1,125,000	0	0	1,125,000	2,265,000
	Total	0	15,000	0	0	0	0	1,125,000	0	0	1,125,000	2,265,000

PROJECT: REC-GROUNDS #54-Russell Martin Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	15,000	Install 16' gate to allow parking area to be locked during winter months
		$15,000	2025 Subtotal
2030	General G.O. Bonds	1,125,000	Design and Construction - East side playing field including drainage and irrigation.
		$1,125,000	2030 Subtotal
2033	General G.O. Bonds	1,125,000	Design and Construction - West side playing field including drainage and irrigation.
		$1,125,000	2033 Subtotal
	TOTAL	$2,265,000	

2024-2033
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. Projects are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve the community.

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. Lack of routine maintenance may result in closure of some park amenities to reduce liability.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	200,000	0	200,000	35,000	0	0	0	0	435,000
	Total	0	0	200,000	0	200,000	35,000	0	0	0	0	435,000

PROJECT: REC-GROUNDS #55-Rolfe Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	200,000	Replace playground equipment; includes poured in place surfacing.
		$200,000	2026 Subtotal
2028	General G.O. Bonds	120,000	Design and construct a pump station, piping, and irrigation heads for baseball, softball and soccer fields (4.5 +/- acres).
	General G.O. Bonds	80,000	Replace softball and baseball field backstops.
		$200,000	2028 Subtotal
2029	General G.O. Bonds	35,000	Crack seal, colorize and stripe two tennis, basketball courts to include 6 pickleball courts.
		$35,000	2029 Subtotal
	TOTAL	$435,000	

2024-2033
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.

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: 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. Lack of routine maintenance may result in closure of some park amenities to reduce liability.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	150,000	0	270,000	0	175,000	130,000	30,000	0	0	755,000
	Total	0	150,000	0	270,000	0	175,000	130,000	30,000	0	0	755,000

PROJECT: REC-GROUNDS #56-Rollins Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	150,000	Install automatic irrigation at softball and baseball fields, which are also used for Field Hockey during the fall months.
		$150,000	2025 Subtotal
2027	General G.O. Bonds	200,000	Replace playground equipment; includes poured in place surfacing.
	General G.O. Bonds	70,000	Replace baseball and softball field backstops.
		$270,000	2027 Subtotal
2029	General G.O. Bonds	175,000	Restore the former pond / water feature. Includes decorative aeration fountain and protective fencing.
		$175,000	2029 Subtotal
2030	General G.O. Bonds	130,000	Pave existing stone dust walking trails and interior roadways.
		$130,000	2030 Subtotal
2031	General G.O. Bonds	30,000	Crack seal, colorize and stripe the basketball and tennis court.
		$30,000	2031 Subtotal
	TOTAL	$755,000	

2024-2033
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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	50,000	0	0	0	0	0	0	0	50,000
	Total	0	0	50,000	0	0	0	0	0	0	0	50,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	50,000	In water scour inspection of pier and east abutment. Extend bridge railing of off bridge. Trail Maintenance.
		$50,000	2026 Subtotal

PROJECT:	CD-ENGINEERING SERVICES	#57-Gustaf H. Lehtinen Park/Hero's Bridge
TOTAL		$50,000

2024-2033
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	H	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 FY 2017 the consulting firm VHB was engaged to undertake preliminary design of proposed improvements, as well as update cost estimates for the project. 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Donations	0	0	500,000	0	0	0	0	0	0	0	500,000
General	G.O. Bonds	0	1,850,000	400,000	0	0	800,000	0	0	60,000	0	3,110,000
	Total	0	1,850,000	900,000	0	0	800,000	0	0	60,000	0	3,610,000

PROJECT: REC-GROUNDS #59-Terrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2025	General	G.O. Bonds	1,850,000	Phase 2A: Construct multi-purpose grass playing field, fencing, parking lot and maintenance/storage building per 2018 concept plan prepared by VHB and approved by City Council. Includes conduit for future field lights. Excludes riverbank stabilization carried in CIP 656.
			$1,850,000	2025 Subtotal
2026	General	Donations	500,000	Phase 2A: Donations/Grants share of project.
	General	G.O. Bonds	400,000	Phase 2B: Install lights at field per Park Master Plan.
			$900,000	2026 Subtotal
2029	General	G.O. Bonds	800,000	Phase 3: Construct combination bathroom/concession building and playground in accordance with 2018 concept plan prepared by VHB and approved by City Council.
			$800,000	2029 Subtotal
2032	General	G.O. Bonds	60,000	Phase 4: Add fitness equipment along paved trail per 2018 concept plan prepared by VHB and approved by City Council.
			$60,000	2032 Subtotal
	TOTAL		$3,610,000	

2024-2033
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: On January 19, 2023, the City completed a Visioning Charrette for the Merrimack River Open Space and Recreation Corridor. The purpose of this project is to implement the goals, objectives, and recommendations resulting from the Charrette process.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Donations	0	0	100,000	0	0	0	0	0	0	0	100,000
General	G.O. Bonds	200,000	0	4,400,000	0	0	0	0	0	0	0	4,600,000
Other	Federal	0	0	500,000	0	0	0	0	0	0	0	500,000
	Total	200,000	0	5,000,000	0	0	0	0	0	0	0	5,200,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	200,000	Final design and permitting for park improvements per the approved concept plan associated with the 2023 Merrimack River Recreation and Open Space Corridor Visioning Charrette. Will include related parking lot improvements at the Arena.
		$200,000	2024 Subtotal
2026	General G.O. Bonds	4,400,000	Placeholder: Construction of improvements identified in 2023 Merrimack River Recreation and Open Space Corridor Visioning Charrette. City share. Includes parking improvements at Everette Arena. Tentative estimate pending final design and permitting of improvements, as funded in FY2024.
	Other Federal	500,000	Placeholder: Construction of improvements identified in 2023 Merrimack River Recreation and Open Space Corridor Visioning Charrette. Grant share (Land and Water Conservation Fund Grant). Includes parking improvements at Everette Arena. Tentative estimate pending final design and permitting of improvements, as funded in FY2024.
	General Donations	100,000	Placeholder: Construction of improvements identified in 2023 Merrimack River Recreation and Open Space Corridor Visioning Charrette. Donations share. Includes parking improvements at Everette Arena. Tentative estimate pending final design and permitting of improvements, as funded in FY2024.
		$5,000,000	2026 Subtotal
	TOTAL	$5,200,000	

2024-2033
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	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 provide for renovation and repair of Recreation Facilities throughout the city, including seven neighborhood pools, as well as the West Street Ward House, Green Street Community Center, and the 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	650,000	700,000	210,000	160,000	0	0	0	0	0	1,720,000
	Total	0	650,000	700,000	210,000	160,000	0	0	0	0	0	1,720,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2025	General	G.O. Bonds	650,000	Garrison Park: Pool replacement.
			$650,000	2025 Subtotal
2026	General	G.O. Bonds	700,000	Rollins Park: Pool replacement.
			$700,000	2026 Subtotal
2027	General	G.O. Bonds	200,000	Green St. Community Center: Window replacement (Phase II).
	General	G.O. Bonds	10,000	West Street Ward House: LED lighting improvements.
			$210,000	2027 Subtotal
2028	General	G.O. Bonds	100,000	West Street Ward House: Replace wood floors.
	General	G.O. Bonds	35,000	West Street Ward House: window replacement.
	General	G.O. Bonds	25,000	West Street Ward House: Replace acoustic ceiling tiles and insulation.
			$160,000	2028 Subtotal
	TOTAL		$1,720,000	

2024-2033
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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	30,000	0	500,000	431,500	200,000	0	0	75,000	0	150,000	1,386,500
Arena	G.O. Bonds	20,000	0	0	0	70,000	0	0	0	0	0	90,000
General	Capital Close-out	19,325	0	0	0	0	0	0	0	0	0	19,325
	Total	69,325	0	500,000	431,500	270,000	0	0	75,000	0	150,000	1,495,825

PROJECT: GS-PUBLIC PROPERTIES #64-Arena Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	30,000	Eyewash Station - one unit.
	Arena G.O. Bonds	20,000	Roof ladder with hatch.
	General Capital Close-out	19,325	Phase 2 of ammonia system improvements per USEPA regulations.
		$69,325	2024 Subtotal
2026	General G.O. Bonds	190,000	Extend Compressor Room and raise condenser.
	General G.O. Bonds	160,000	Emergency ventilation upgrade.
	General G.O. Bonds	150,000	Replace Energy Management System.
		$500,000	2026 Subtotal
2027	General G.O. Bonds	331,500	Compressor replacement
	General G.O. Bonds	100,000	Replace Munters Dehumidification System.
		$431,500	2027 Subtotal
2028	General G.O. Bonds	200,000	Replace main bleachers.
	Arena G.O. Bonds	70,000	Purchase tables and chairs to rent for with Arena events.
		$270,000	2028 Subtotal
2031	General G.O. Bonds	75,000	Membrane roof replacement.
		$75,000	2031 Subtotal
2033	General G.O. Bonds	150,000	Replace dasher boards.
		$150,000	2033 Subtotal
	TOTAL	$1,495,825	

2024-2033
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	M	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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Close-out	21,846	0	0	0	0	0	0	0	0	0	21,846
General	G.O. Bonds	355,000	450,000	915,000	405,000	40,000	0	0	0	0	1,390,000	3,555,000
	Total	376,846	450,000	915,000	405,000	40,000	0	0	0	0	1,390,000	3,576,846

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2024	General	G.O. Bonds	200,000	City Hall: Replace interior HVAC chilled water piping system.
	General	G.O. Bonds	155,000	City Hall: Masonry improvements Phase III (Green Street side).
	General	Capital Close-out	21,846	City Hall: Masonry improvements Phase III (Green Street side).
			$376,846	2024 Subtotal
2025	General	G.O. Bonds	200,000	City Hall: Renovate employee breakroom and kitchen.
	General	G.O. Bonds	150,000	City Hall: Masonry improvements Phase IV (south side).
	General	G.O. Bonds	50,000	City Administration / Legal Department: Renovate office suite. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings.
	General	G.O. Bonds	50,000	Annex fire alarm upgrade.
			$450,000	2025 Subtotal
2026	General	G.O. Bonds	450,000	City Hall: Renovate 6 restrooms.
	General	G.O. Bonds	200,000	City Hall: Replace elevator (in-kind replacement).
	General	G.O. Bonds	165,000	City Hall: In-kind replacement of handicap accessible entry ramp.
	General	G.O. Bonds	100,000	City Council Chambers renovation. Electrical upgrades, ceiling tile replacement, new LED lighting, paint interior and replace carpet.
			$915,000	2026 Subtotal
2027	General	G.O. Bonds	200,000	Community Development Engineering and Planning Divisions. Renovate office suites. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings.
	General	G.O. Bonds	100,000	Finance / Community Development Administration Office Renovation. Renovate office suite. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings.
	General	G.O. Bonds	75,000	Human Resources and Public Information Officer. Renovate office suites. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings.
	General	G.O. Bonds	30,000	Second Floor Conference Room Renovation. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings. Includes large 2nd Floor Conference Room and former Economic Development Director

PROJECT:	GS-PUBLIC PROPERTIES		#65-City Hall Renovations	
				office suite.
			$405,000	2027 Subtotal
2028	General	G.O. Bonds	40,000	Renovate City Hall Lobby and 1st Floor Conference Room. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings.
			$40,000	2028 Subtotal
2033	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	500,000	Landscape improvements at Municipal Complex - Phase II.
	General	G.O. Bonds	240,000	Replace exterior lighting at City Hall.
	General	G.O. Bonds	55,000	Updated exterior way finding signage at City Hall.
			$1,390,000	2033 Subtotal
	TOTAL		$3,576,846	

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.

In October 2020, an updated plan to renovate and expand the Green Street Library was presented to the City Council. The plan, prepared by Oudens Ello Architects of Boston, Massachusetts, called for demolition of the 1968 addition and construction of a new wing located on the west side of the building along Prince Street. The plan would result in the loss of existing parking lots at the library, as well as 10 Prince Street.

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.

PROJECT: LIBRARY #68-Library

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)

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	400,000	0	2,101,500	21,015,000	0	0	0	0	0	23,516,500
General	Donations	0	0	0	233,500	2,335,000	0	0	0	0	0	2,568,500
	Total	0	400,000	0	2,335,000	23,350,000	0	0	0	0	0	26,085,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	400,000	Property acquisition for expansion of Concord Public Library (Prince Street).
		$400,000	2025 Subtotal
2027	General G.O. Bonds	2,101,500	Design renovation and expansion of Green Street Library per Oudens Ello Architecture 2020 concept plan. Total anticipated cost of design is $2,335,000 based upon $23,350,000 projected construction cost. City share (90%).
	General Donations	233,500	Design renovation and expansion of Green Street Library per Oudens Ello Architecture 2020 concept plan. Total anticipated cost of design is $2,335,000 based upon $23,350,000 projected construction cost. Donation share (10%)
		$2,335,000	2027 Subtotal
2028	General G.O. Bonds	21,015,000	Construct renovation and expansion of Green Street Library per Oudens Ello Architecture 2020 concept plan. Total anticipated construction cost of $23,350,000 projected construction cost. City share 90%.
	General Donations	2,335,000	Construct renovation and expansion of Green Street Library per Oudens Ello Architecture 2020 concept plan. Total anticipated construction cost of $23,350,000 projected construction cost. Donation share.

PROJECT:	LIBRARY	#68-Library		
			$23,350,000	2028 Subtotal
TOTAL			$26,085,000	

2024-2033
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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Other State	0	0	0	0	0	0	0	0	23,750	0	23,750
Other Federal	0	0	0	0	0	0	0	0	427,500	0	427,500
Airport Capital Transfer	0	0	0	0	0	0	0	0	23,750	0	23,750
Total	0	0	0	0	0	0	0	0	475,000	0	475,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2032	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	2032 Subtotal
	TOTAL	$475,000	

2024-2033
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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Airport	Capital Transfer	0	0	27,778	0	0	0	1,000	0	0	0	28,778
Airport	G.O. Bonds	0	0	0	147,778	147,778	50,000	0	0	0	0	345,556
Other	Federal	0	0	500,000	2,660,000	2,660,000	900,000	18,000	0	0	0	6,738,000
Other	State	0	0	27,778	147,778	147,778	50,000	1,000	0	0	0	374,334
	Total	0	0	555,556	2,955,556	2,955,556	1,000,000	20,000	0	0	0	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.
	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. 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	

2024-2033
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: Deteriorated buildings will result in higher operating and maintenance cost, as well as potential liabilities for the City.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Airport	Capital Close-out	4,470	0	0	0	0	0	0	0	0	0	4,470
Airport	Capital Transfer	0	10,000	0	10,000	0	0	0	0	0	0	20,000
Airport	G.O. Bonds	195,000	0	0	0	0	0	0	0	0	0	195,000
	Total	199,470	10,000	0	10,000	0	0	0	0	0	0	219,470

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Airport G.O. Bonds	195,000	Hangar #2 roof replacement.
	Airport Capital Close-out	4,470	Hangar #2 roof replacement. Closeout share.
		$199,470	2024 Subtotal
2025	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		$10,000	2025 Subtotal
2027	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		$10,000	2027 Subtotal
	TOTAL	$219,470	

2024-2033
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: Routine equipment replacement ensures that snow removal at airport shall continue to comply with Federal Aviation Administration (FAA) grant agreements. Investments in equipment also help to maintain, and enhance, efficiency of snow removal operations.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Airport	Capital Transfer	0	0	0	35,000	0	0	0	0	0	0	35,000
Other	Federal	0	0	0	630,000	0	0	0	0	0	0	630,000
Other	State	0	0	0	35,000	0	0	0	0	0	0	35,000
	Total	0	0	0	700,000	0	0	0	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	

2024-2033
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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Highway Reserve	3,122,000	2,748,000	2,600,000	2,600,000	3,250,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	31,470,000
	Total	3,122,000	2,748,000	2,600,000	2,600,000	3,250,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	31,470,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Highway Reserve	2,825,000	MAINTENANCE OVERLAY: Abbott Rd; Manor Rd to Sewalls Falls Rd River Rd; Full Length RECLAIM: Airport Rd; Loudon Rd to #184 Airport Rd Chenell Dr; Pembroke Rd to Regional Dr Lawrence St; Full Length Pembroke Rd; Full Length Stickney Hill Rd; Full Length Millstone Dr; Full Length Spillway Ln; Full Length
	General Highway Reserve	110,000	Pavement preservation.
	General Highway Reserve	100,000	Drainage repairs.
	General Highway Reserve	62,000	Merrimack St (P) Drainage
	General Highway Reserve	25,000	Emergency overlays.
		$3,122,000	2024 Subtotal

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

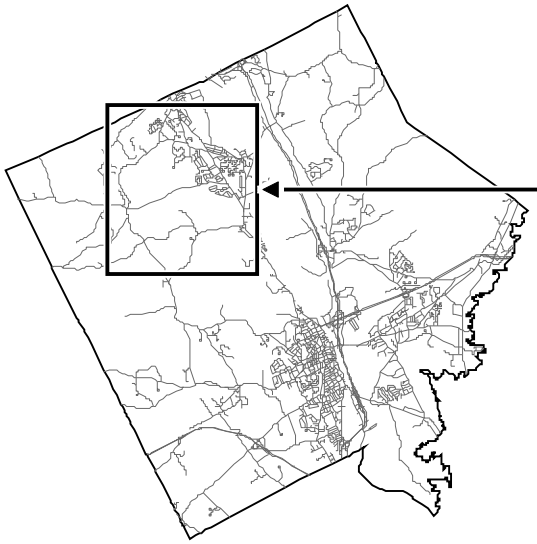
2025	General	Highway Reserve	2,523,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets. RECLAIM: Brookwood Dr; Full Length Clarke St; Full Length Edgemont Ave; Full Length Engel St; Full Length Farmwood; Full Length Fernald St; Full Length Fisher St; Full Length Fox Run; Full Length Freedom Acres; Full Length Hannah Dustin Dr; Hoit Corner to Paved section in 2021 Horseshoe Pond Ln; full Length Kearsarge St; Full Length Mill St; Full Length Old North Main St; Full Length Pinecrest Circle; Full Length Shoestring Rd; Full Length Tallent Rd; Hoit Rd to 130' Northerly Winthrop St; Full Length
	General	Highway Reserve	100,000	Pavement preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			$2,748,000	2025 Subtotal
2026	General	Highway Reserve	2,275,000	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.
			$2,600,000	2026 Subtotal
2027	General	Highway Reserve	2,275,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.

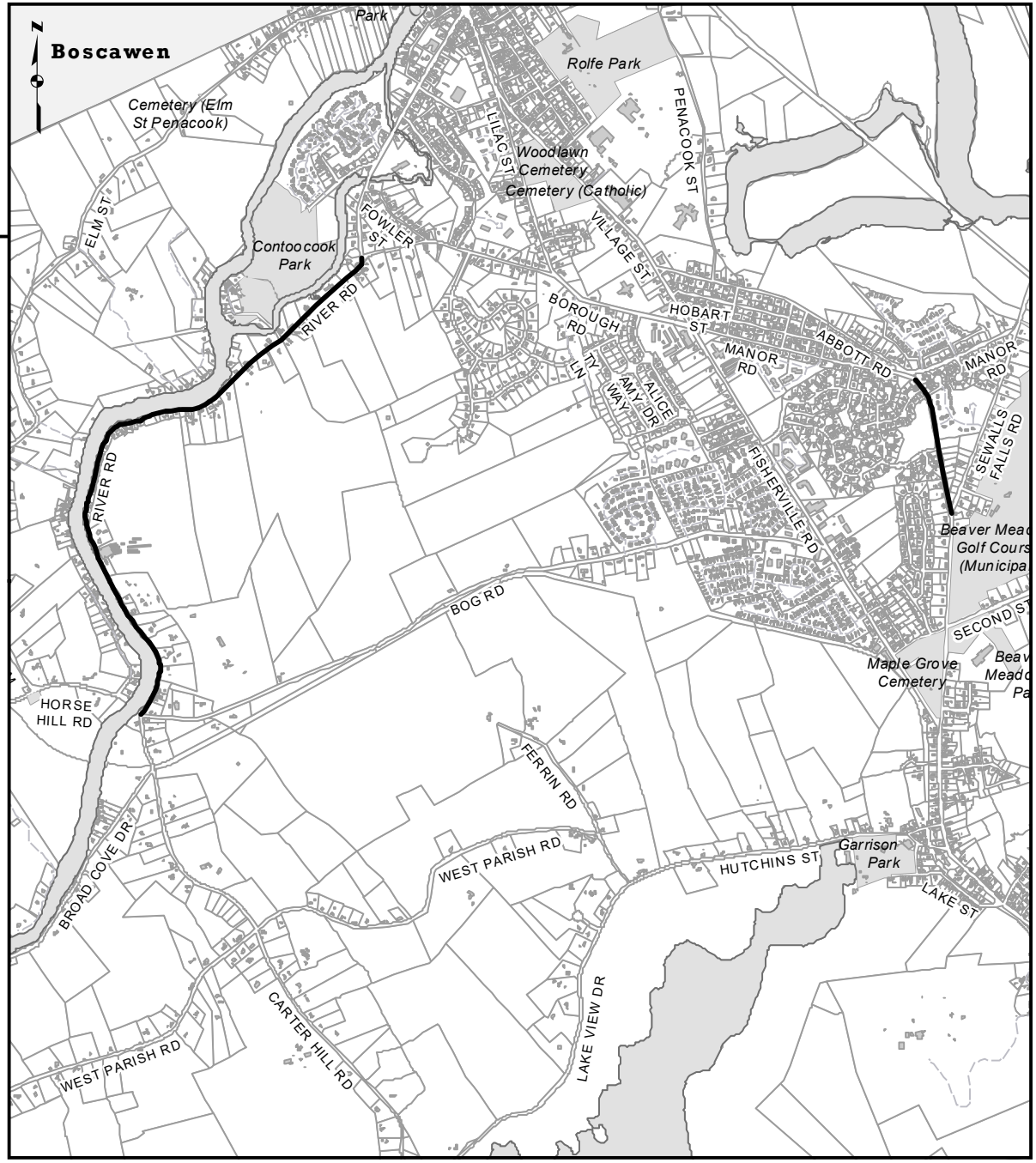
PROJECT: GS-HIGHWAY / UTILITIES #78-Annual Highway Improvement Program

	General	Highway Reserve	200,000	Pavement preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			$2,600,000	2027 Subtotal
2028	General	Highway Reserve	2,925,000	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.
			$3,250,000	2028 Subtotal
2029	General	Highway Reserve	2,925,000	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.
			$3,250,000	2029 Subtotal
2030	General	Highway Reserve	3,075,000	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.
			$3,400,000	2030 Subtotal
2031	General	Highway Reserve	3,075,000	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.
			$3,400,000	2031 Subtotal

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

2032	General	Highway Reserve	3,225,000	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.
			$3,550,000	2032 Subtotal
2033	General	Highway Reserve	3,225,000	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
			$3,550,000	2033 Subtotal
	TOTAL		$31,470,000	





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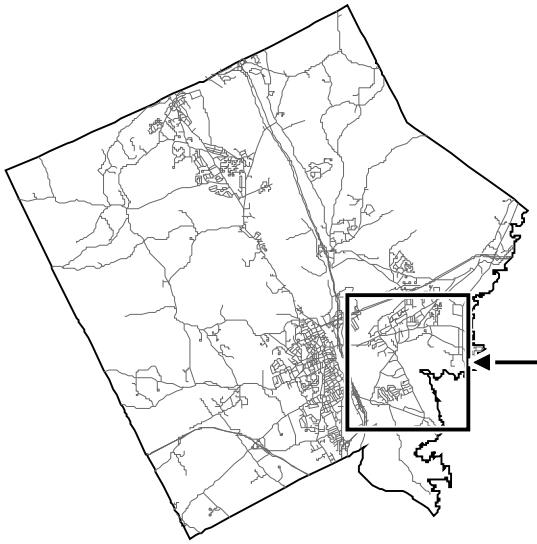
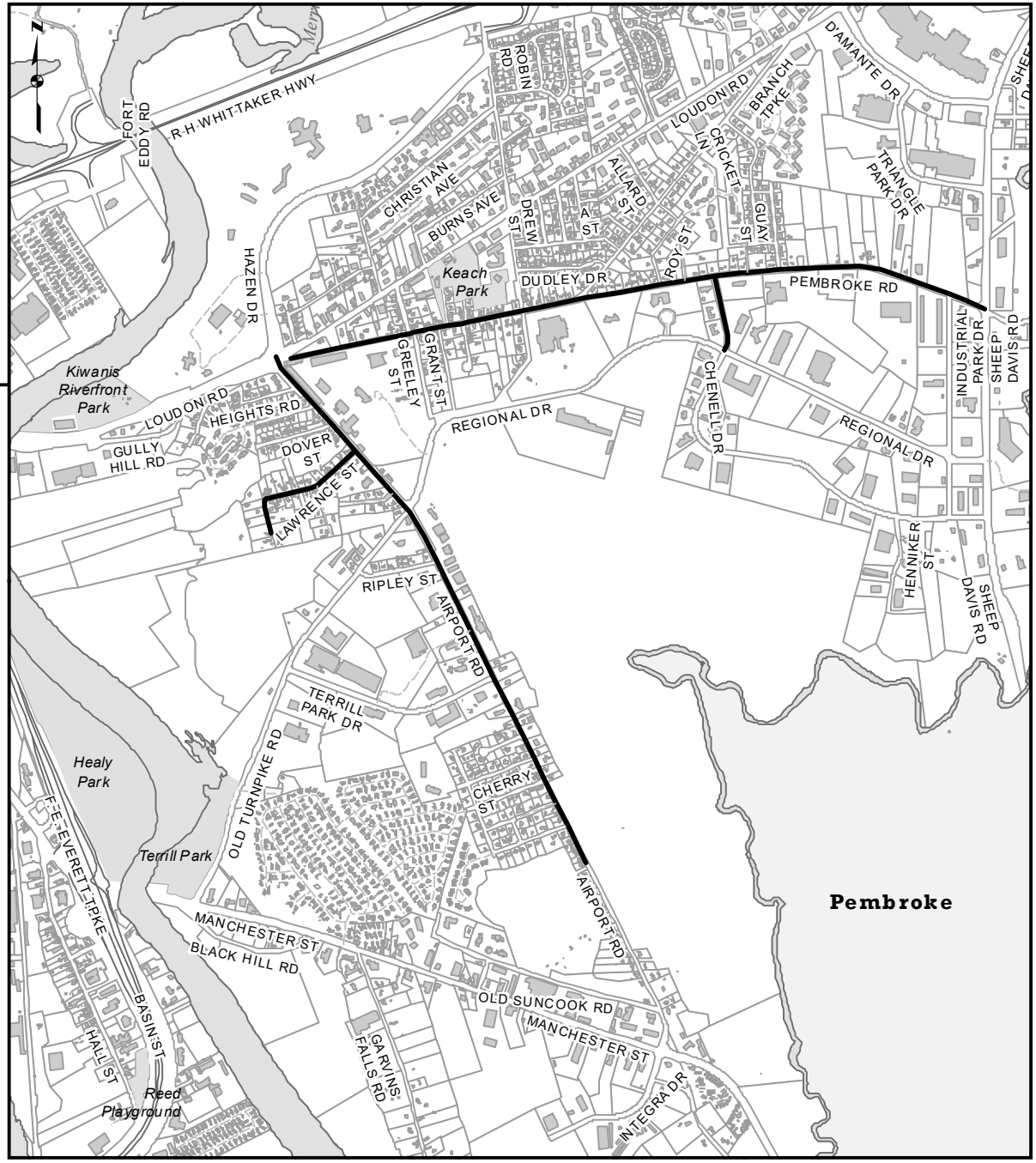
FY 2024
CIP PROJECT #78

ANNUAL HIGHWAY IMPROVEMENT PROGRAM





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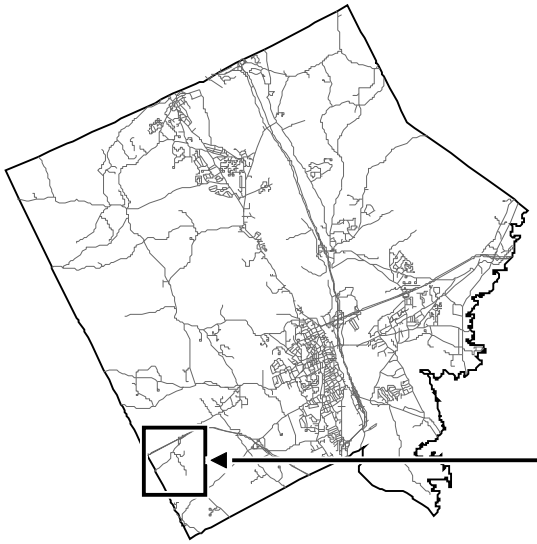

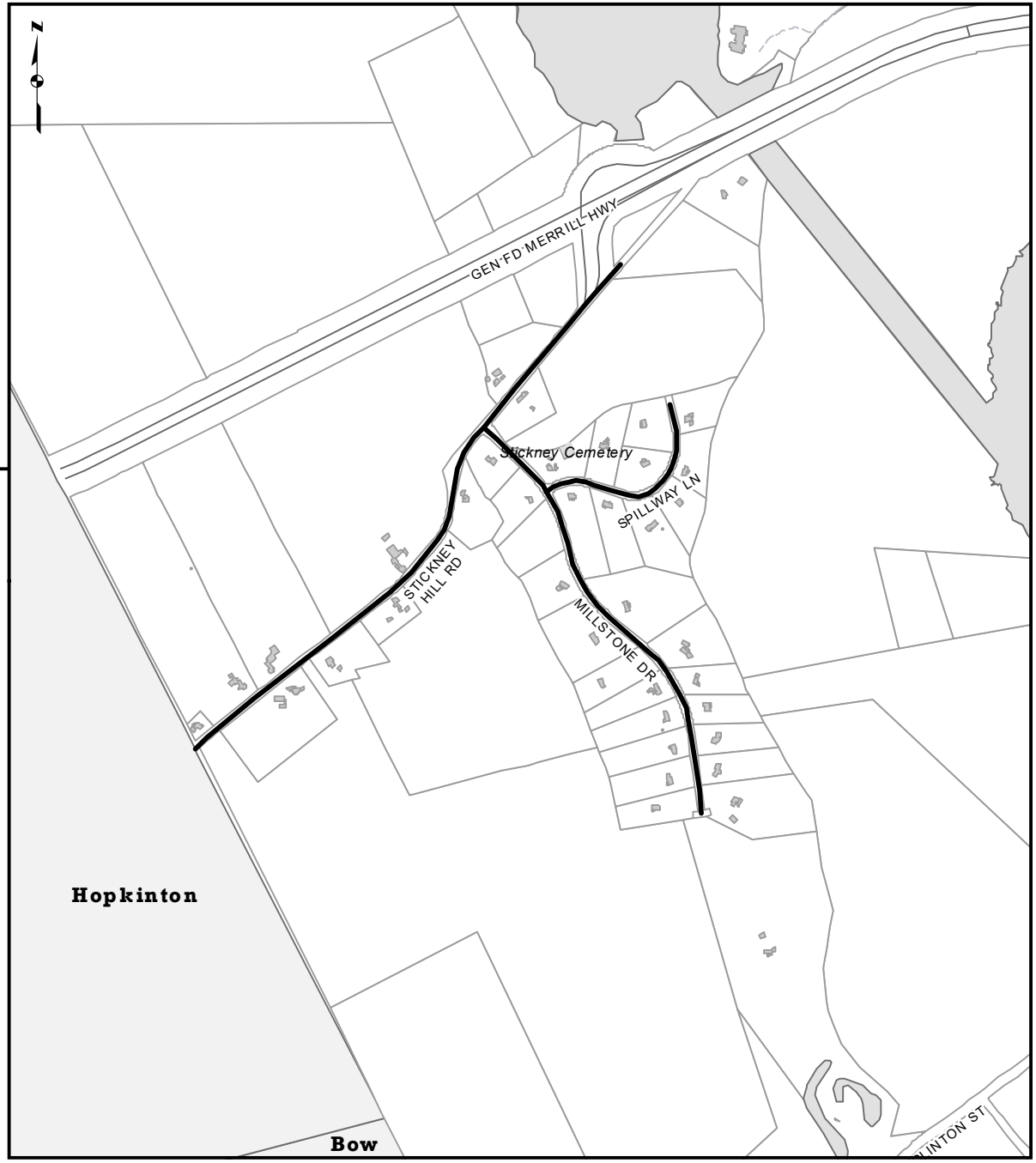

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FY 2024
CIP PROJECT #78

ANNUAL HIGHWAY IMPROVEMENT PROGRAM

2024-2033
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): 30 Expected Bond Term (in Years) 20

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

VI. PROJECT FUND SUMMARY

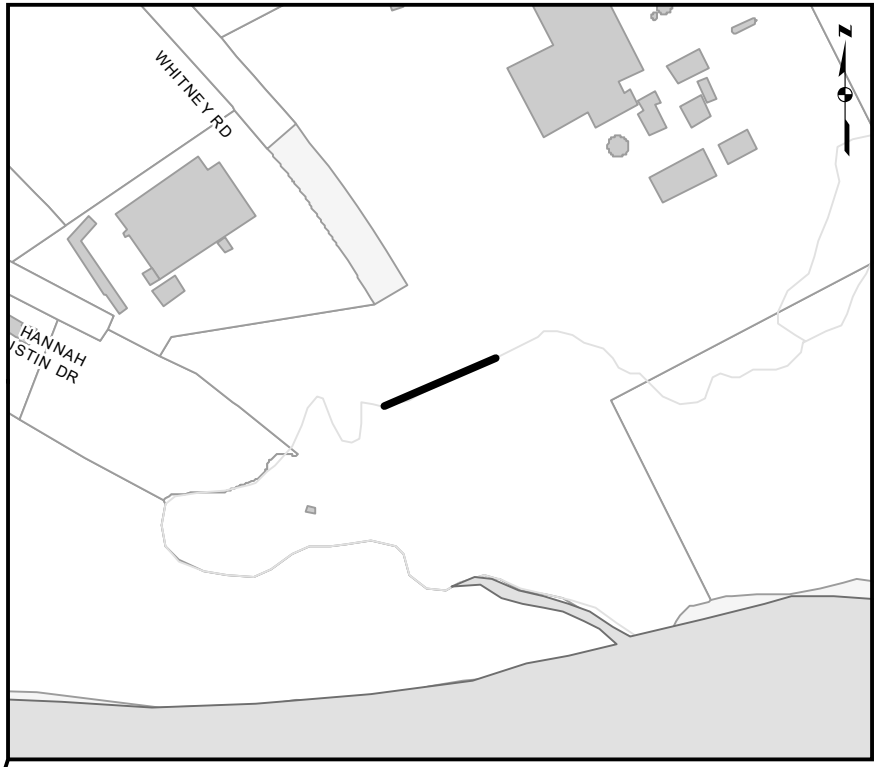
Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Donations	0	150,000	1,000,000	0	0	0	0	0	0	0	1,150,000
Water	G.O. Bonds	0	75,000	500,000	0	0	0	0	0	0	0	575,000
Other	Tax Increment Financing	75,000	75,000	500,000	0	0	0	0	0	0	0	650,000
General	G.O. Bonds	360,000	0	0	0	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,860,000
General	Capital Close-out	192,199	0	0	0	0	0	0	0	0	0	192,199
	Total	627,199	300,000	2,000,000	0	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,427,199

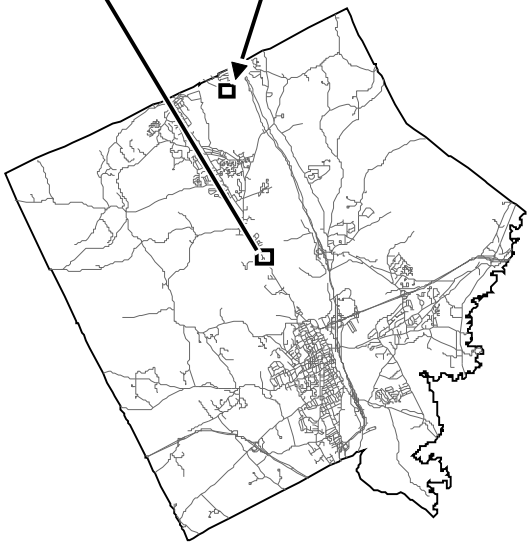
VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	360,000	Final design, permitting, bidding and construction of the Sewer Interceptor/Drainage Channel Restoration - Abbottville/Hood Outfall Area
	General Capital Close-out	192,199	Final design, permitting, bidding and construction of the Sewer Interceptor/Drainage Channel Restoration - Abbottville/Hood Outfall Area
	Other Tax Increment Financing	75,000	Complete Engineering analysis and alternatives study for the collapsed Burnham Brook Culvert under the future extension of Whitney Road. To be funded by Penacook Village Tax Increment Finance District supported bonds.
		$627,199	2024 Subtotal
2025	General Donations	150,000	Design of the collapsed Burnham Brook Culvert under the future extension of Whitney Road (pending outcome of feasibility study). Donations share.
	Other Tax Increment Financing	75,000	Design of the collapsed Burnham Brook Culvert under the future extension of Whitney Road (pending outcome of feasibility study). Penacook Village Tax Increment Finance District share.
	Water G.O. Bonds	75,000	Design of the collapsed Burnham Brook Culvert under the future extension of Whitney Road (pending outcome of feasibility study). Water Fund share.
		$300,000	2025 Subtotal

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

2026	General Donations	1,000,000	Construction of the collapsed Burnham Brook Culvert under the future extension of Whitney Road. Tentative estimate pending FY2024 engineering study and FY2025 final design of preferred alternative. Donations share.
	Other Tax Increment Financing	500,000	Construction of the collapsed Burnham Brook Culvert under the future extension of Whitney Road. Tentative estimate pending FY2024 engineering study and FY2025 final design of preferred alternative. Penacook Village Tax Increment Finance District share.
	Water G.O. Bonds	500,000	Construction of the collapsed Burnham Brook Culvert under the future extension of Whitney Road. Tentative estimate pending FY2024 engineering study and FY2025 final design of preferred alternative. Water Fund share.
		$2,000,000	2026 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
2031	General G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
		$1,500,000	2031 Subtotal
2032	General G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
		$1,500,000	2032 Subtotal
2033	General G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
		$1,500,000	2033 Subtotal
	TOTAL	$10,427,199	





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City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale

FY 2024
CIP PROJECT #83

STORM WATER IMPROVEMENTS

2024-2033
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) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Water	G.O. Bonds	0	550,000	0	0	0	0	0	260,000	575,000	1,040,000	2,425,000
	Total	0	550,000	0	0	0	0	0	260,000	575,000	1,040,000	2,425,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water G.O. Bonds	550,000	Design and line approximately 2,800 LF of 10" water main on School Street from Rum Hill Road to Westbourne Road.
		$550,000	2025 Subtotal

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

2031	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	2031 Subtotal
2032	Water G.O. Bonds	575,000	Design and line Fernald St, 532 LF; Ormond St, 650 LF; Winthrop St, 720 LF; Fifield St, 200 LF; and Welch St, 285 LF.
		$575,000	2032 Subtotal
2033	Water G.O. Bonds	1,040,000	Design and line of approximately 5,500 LF of water mains on Ridge Road, School Street and Valley Street.
		$1,040,000	2033 Subtotal
	TOTAL	$2,425,000	

2024-2033
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: This project provides for the routine replacement of undersized or severely deteriorated water mains with new pipe.

SERVICE IMPACT: Routine replacement corrects inadequacies 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) 20

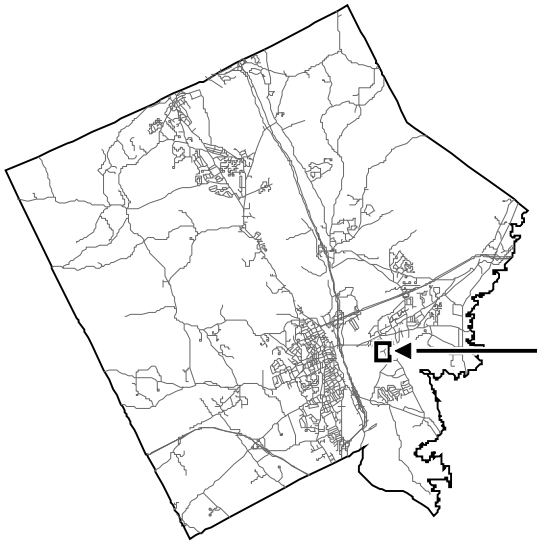
VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Water	Capital Close-out	1,154	0	0	0	0	0	0	0	0	0	1,154
Water	G.O. Bonds	550,000	0	1,165,000	0	0	0	0	2,000,000	0	0	3,715,000
	Total	551,154	0	1,165,000	0	0	0	0	2,000,000	0	0	3,716,154

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Water G.O. Bonds	550,000	Design and construct 1,850 LF of 8 inch water main on Lawrence Street, full length in advance of the FY24 Annual Paving Project.
	Water Capital Close-out	1,154	Closeout share.
		$551,154	2024 Subtotal
2026	Water G.O. Bonds	1,165,000	Industrial Park Dr. - Design and construct 31,00 LF of 12 and 8 inch water main replacement to replace old infrastructure and meet current water flow demands.
		$1,165,000	2026 Subtotal
2031	Water G.O. Bonds	2,000,000	Replace 8 inch main on Portsmouth Street (East Side Drive to water tank), as well as undersized/deteriorated mains on Oak Street, B Street and Fuller Street.
		$2,000,000	2031 Subtotal
	TOTAL	$3,716,154	



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GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale

FY 2024
CIP PROJECT #85

WATER MAIN REPLACEMENT

2024-2033
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: This project provides for the construction of new water mains to strengthen the transmission and distribution systems.

SERVICE IMPACT: Improves water quality, increases efficiency of system, and 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) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Water	G.O. Bonds	0	1,600,000	0	0	0	0	0	0	0	0	1,600,000
	Total	0	1,600,000	0	0	0	0	0	0	0	0	1,600,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water G.O. Bonds	1,600,000	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.
		$1,600,000	2025 Subtotal

PROJECT:	CD-ENGINEERING SERVICES	#86-Water Main Construction
TOTAL		$1,600,000

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-WATER #88-Water Plant Improvements

I. PROJECT TYPE: Water Treatment

II. LOCATION: Hutchins 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.	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: Preserve or improve the reliability and efficiency of Water Treatment Plant and associated 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):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Water	Capital Transfer	0	0	0	0	0	0	0	0	0	25,000	25,000
Water	G.O. Bonds	125,000	80,000	100,000	400,000	400,000	0	950,000	1,025,000	120,000	250,000	3,450,000
	Total	125,000	80,000	100,000	400,000	400,000	0	950,000	1,025,000	120,000	275,000	3,475,000

PROJECT: GS-WATER #88-Water Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Water G.O. Bonds	75,000	Water Treatment Plant window replacement.
	Water G.O. Bonds	50,000	Flocculator electric service repairs - eight units.
		$125,000	2024 Subtotal
2025	Water G.O. Bonds	80,000	Replace eight flocculator units.
		$80,000	2025 Subtotal
2026	Water G.O. Bonds	100,000	Rebuild four treatment trains (concrete improvements).
		$100,000	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.
		$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
2031	Water G.O. Bonds	500,000	Rebuilding of treatment trains (concrete improvements).
	Water G.O. Bonds	200,000	Rebuild plant filter.
	Water G.O. Bonds	175,000	Plant roof rehabilitation.
	Water G.O. Bonds	150,000	Warehouse building improvements (roof, walls, and storage areas).
		$1,025,000	2031 Subtotal

PROJECT: GS-WATER #88-Water Plant Improvements

2032	Water	G.O. Bonds	120,000	Flooring replacement.
			$120,000	2032 Subtotal
2033	Water	G.O. Bonds	150,000	Check valve replacement raw water pumps - three units.
	Water	G.O. Bonds	100,000	Turbidity meter replacements - nine units.
	Water	Capital Transfer	25,000	Raw water meter replacement.
			$275,000	2033 Subtotal
	TOTAL		$3,475,000	

2024-2033
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 established 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: Improved abatement of plant related odors in surrounding neighborhoods. 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Sewer	G.O. Bonds	0	0	0	0	0	0	275,000	4,300,000	0	640,000	5,215,000
	Total	0	0	0	0	0	0	275,000	4,300,000	0	640,000	5,215,000

PROJECT: GS-SEWER #89-Hall Street Waste Water Treatment Plant Odor Control

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	Sewer G.O. Bonds	275,000	Design complete refurbishment of second biotower. Project to include structural repair, new media and distribution system, and enclosure for odor.
		$275,000	2030 Subtotal
2031	Sewer G.O. Bonds	4,300,000	Construction of biotower improvements designed in FY 2028.
		$4,300,000	2031 Subtotal
2033	Sewer G.O. Bonds	530,000	Refurbishment of Siemens Scrubber.
	Sewer G.O. Bonds	110,000	Odor control monitoring study.
		$640,000	2033 Subtotal
	TOTAL	$5,215,000	

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 escalated maintenance costs, potential health and safety liabilities, as well as 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Sewer	Capital Transfer	50,000	40,000	40,000	40,000	40,000	40,000	40,000	80,000	160,000	0	530,000
Sewer	G.O. Bonds	1,900,000	8,550,000	9,400,000	0	0	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	25,850,000
	Total	1,950,000	8,590,000	9,440,000	40,000	40,000	1,240,000	1,240,000	1,280,000	1,360,000	1,200,000	26,380,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Sewer G.O. Bonds	1,900,000	Design: Heights Sewer Study improvements per 2023 Wright-Pierce Study. Excludes Steeplegate Mall pump station carried in CIP 275.
	Sewer Capital Transfer	50,000	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.
		$1,950,000	2024 Subtotal
2025	Sewer G.O. Bonds	8,550,000	Phase 1 Construction: Heights Sewer collection improvements per 2023 Wright-Pierce Study. Excludes Steeplegate Mall Pump Station in CIP 275.
	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.
		$8,590,000	2025 Subtotal
2026	Sewer G.O. Bonds	9,400,000	Phase 2 Construction: Heights Sewer collection improvements per 2023 Wright-Pierce Study. Excludes Steeplegate Mall Pump Station in CIP 275.
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$9,440,000	2026 Subtotal
2027	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$40,000	2027 Subtotal
2028	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$40,000	2028 Subtotal
2029	Sewer G.O. Bonds	1,200,000	Sewer Main Lining / Replacement per Wright-Pierce Collection System Priority Study.
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$1,240,000	2029 Subtotal

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

2030	Sewer G.O. Bonds	1,200,000	Sewer Main Lining / Replacement per Wright-Pierce Collection System Priority Study.
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$1,240,000	2030 Subtotal
2031	Sewer G.O. Bonds	1,200,000	Sewer Main Lining / Replacement per Wright-Pierce Collection System Priority Study.
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$1,280,000	2031 Subtotal
2032	Sewer G.O. Bonds	1,200,000	Sewer Main Lining / Replacement per Wright-Pierce Collection System Priority Study.
	Sewer Capital Transfer	90,000	Replace 225 feet of 8 inch main on B Street.
	Sewer Capital Transfer	70,000	Interceptor Access Road Maintenance.
		$1,360,000	2032 Subtotal
2033	Sewer G.O. Bonds	1,200,000	Sewer Main Lining / Replacement per Wright-Pierce Collection System Priority Study.
		$1,200,000	2033 Subtotal
	TOTAL	$26,380,000	

2024-2033
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, and later refined in the 2006 the City completed the Opportunity Corridor Master Plan.

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 will remain unrealized.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Other	Tax Increment Financing	0	0	0	0	0	0	0	0	0	400,000	400,000
	Total	0	0	0	0	0	0	0	0	0	400,000	400,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2033	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 2015-2016 Downtown Complete Street Project. Project anticipates potential 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	2033 Subtotal
	TOTAL	$400,000	

2024-2033
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 compliance issues with applicable codes and regulations.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Sewer	Capital Close-out	1,551,346	0	0	0	0	0	0	0	0	0	1,551,346
Sewer	G.O. Bonds	650,000	3,580,000	0	5,485,000	4,555,000	3,065,000	3,300,000	1,985,000	2,990,000	1,500,000	27,110,000
	Total	2,201,346	3,580,000	0	5,485,000	4,555,000	3,065,000	3,300,000	1,985,000	2,990,000	1,500,000	28,661,346

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2024	Sewer	Capital Close-out	1,551,346	Replace plant water piping.
	Sewer	G.O. Bonds	300,000	Design and install a magnesium hydroxide system.
	Sewer	G.O. Bonds	200,000	Administration Building HVAC replacement.
	Sewer	G.O. Bonds	100,000	Sludge loading conveyor refurbishment.
	Sewer	G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
	Sewer	G.O. Bonds	25,000	Replacement of automated security gate.
			$2,201,346	2024 Subtotal
2025	Sewer	G.O. Bonds	2,500,000	Dewatering equipment refurbishments and conveyer replacement.
	Sewer	G.O. Bonds	530,000	Allowance for concrete / structural repairs.
	Sewer	G.O. Bonds	340,000	Renovation of administration area to address ADA compliance issues, and repair / replace damaged and worn materials and finishes.
	Sewer	G.O. Bonds	110,000	Pavement repairs.
	Sewer	G.O. Bonds	75,000	Aeration system diffuser replacement.
	Sewer	G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
			$3,580,000	2025 Subtotal
2027	Sewer	G.O. Bonds	4,250,000	Equipment replacement - Motor Control Center.
	Sewer	G.O. Bonds	320,000	SCADA system upgrades.
	Sewer	G.O. Bonds	300,000	Refurbish first of two sludge holding tanks. Project entails repair of deteriorating concrete and recoating of interior concrete surfaces.
	Sewer	G.O. Bonds	300,000	Renovate laboratory.
	Sewer	G.O. Bonds	290,000	Replace clarifier drain valves and inlet gates.
	Sewer	G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
			$5,485,000	2027 Subtotal

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

2028	Sewer G.O. Bonds	4,230,000	Grit removal equipment replacement.
	Sewer G.O. Bonds	300,000	Refurbish second of two sludge holding tanks. Project entails repair of deteriorating concrete and recoating of interior concrete surfaces.
	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		$4,555,000	2028 Subtotal
2029	Sewer G.O. Bonds	3,040,000	Influent bar rack and wash press replacement.
	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		$3,065,000	2029 Subtotal
2030	Sewer G.O. Bonds	2,000,000	Plant water piping replacement.
	Sewer G.O. Bonds	1,200,000	Road paving.
	Sewer G.O. Bonds	100,000	Structural coatings for chlorine building ceiling beams.
		$3,300,000	2030 Subtotal
2031	Sewer G.O. Bonds	1,000,000	Wastewater process gate replacement.
	Sewer G.O. Bonds	610,000	Administration building roof replacement.
	Sewer G.O. Bonds	375,000	Primary sludge pump replacement.
		$1,985,000	2031 Subtotal
2032	Sewer G.O. Bonds	2,500,000	Plant wide piping replacement.
	Sewer G.O. Bonds	250,000	Tunnel ventilation system improvements.
	Sewer G.O. Bonds	240,000	Effluent disinfection system upgrades.
		$2,990,000	2032 Subtotal
2033	Sewer G.O. Bonds	1,500,000	Replace two intermediate lift pumps.
		$1,500,000	2033 Subtotal
	TOTAL	$28,661,346	

2024-2033
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 resulting in loss of market share, as well as 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Golf	G.O. Bonds	0	60,000	25,000	11,000	35,000	35,000	12,000	100,000	50,000	50,000	378,000
General	G.O. Bonds	0	4,500,000	0	0	0	0	0	0	0	0	4,500,000
	Total	0	4,560,000	25,000	11,000	35,000	35,000	12,000	100,000	50,000	50,000	4,878,000

PROJECT: REC-GROUNDS #107-Golf Course Club House and Maintenance Buildings

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	4,500,000	Construct new clubhouse, parking lot, and related improvements. Preliminary estimate pending space planning, design, and permitting.
	Golf G.O. Bonds	60,000	Cart barn improvements.
		$4,560,000	2025 Subtotal
2026	Golf G.O. Bonds	25,000	Design and construct a 16' X 20' maintenance storage building.
		$25,000	2026 Subtotal
2027	Golf G.O. Bonds	11,000	Simulator upgrades.
		$11,000	2027 Subtotal
2028	Golf G.O. Bonds	35,000	Range shed building improvements.
		$35,000	2028 Subtotal
2029	Golf G.O. Bonds	35,000	Pumphouse improvements.
		$35,000	2029 Subtotal
2030	Golf G.O. Bonds	12,000	Simulator upgrade.
		$12,000	2030 Subtotal
2031	Golf G.O. Bonds	100,000	Maintenance barn improvements.
		$100,000	2031 Subtotal
2032	Golf G.O. Bonds	50,000	Tent shell replacement.
		$50,000	2032 Subtotal
2033	Golf G.O. Bonds	50,000	Tent floor replacement.

PROJECT:	REC-GROUNDS	#107-Golf Course Club House and Maintenance Buildings	
		$50,000	2033 Subtotal
TOTAL		$4,878,000	

2024-2033
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 routine repairs and improvements to the Penacook Lake dam, associated spillway, and related infrastructure. The dam provides retention for Penacook Lake, the City's primary source of potable water for the municipal water system.

SERVICE IMPACT: Routine repairs will preserve the dam and related facilities, thereby maintaining and protecting the City's primary water supply, as well as downstream properties.

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. Structural failure of the dam could negatively impact downstream properties.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Water	Federal	250,000*	0	0	0	0	0	0	0	0	0	250,000
Water	G.O. Bonds	0	0	0	0	0	0	0	0	0	75,000	75,000
	Total	250,000	0	0	0	0	0	0	0	0	75,000	325,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Water Federal	250,000	Rehabilitation/replacement of spillway.
		$250,000	2024 Subtotal
2033	Water G.O. Bonds	75,000	Rehabilitation/repairs of dam and spillway.
		$75,000	2033 Subtotal
	TOTAL	$325,000	

2024-2033
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. Routine 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Sewer	G.O. Bonds	493,000	135,000	75,000	200,000	138,000	280,000	327,000	257,000	343,000	332,000	2,580,000
Water	G.O. Bonds	95,000	149,000	175,000	60,000	220,000	252,000	82,000	412,000	196,000	466,000	2,107,000
General	G.O. Bonds	795,000	1,215,000	1,463,000	1,502,000	1,363,000	1,652,000	1,507,000	1,324,000	2,050,000	2,657,500	15,528,500
General	Equip Replace Reserve	360,000	0	0	0	0	0	0	0	0	0	360,000
	Total	1,743,000	1,499,000	1,713,000	1,762,000	1,721,000	2,184,000	1,916,000	1,993,000	2,589,000	3,455,500	20,575,500

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Sewer G.O. Bonds	318,000	Replace truck sludge hauler (2001) (Unit #112)
	General G.O. Bonds	240,000	Replace dump truck (2011) (Unit #1232)
	General Equip Replace Reserve	238,000	Replace one 10-wheel dump truck (2009) (Unit 1230)
	Sewer G.O. Bonds	165,000	Replace 6-wheel dump truck (Unit #753)
	General Equip Replace Reserve	120,000	Replace leaf loader (2000) CEM (Unit #190)
	General G.O. Bonds	110,000	Replace 4X4 Ford F-450 dump truck (Unit #901)
	Water G.O. Bonds	95,000	Replace Ford F350 crew cab utility body (Unit #825)
	General G.O. Bonds	90,000	Replace Bobcat Tool Cat (Unit1370 DT)
	General G.O. Bonds	75,000	Replace chipper (Unit #668)
	General G.O. Bonds	70,000	Replace electronic variable message signs with trailers (Solar Units #449 & 447 CD/COMF)
	General G.O. Bonds	55,000	Replace 4x2 super cab pickup truck (Unit #1110)
	General G.O. Bonds	50,000	Replace HWY #459 Chevy Ven DIG SAFE
	General G.O. Bonds	30,000	Replace stainless steel 11-CY Sander (1998) (Unit #1236SS)
	General G.O. Bonds	30,000	Replace tow behind compressor (2001) (Unit #422)
	General G.O. Bonds	30,000	Replace 11-CY sander (Unit# 1235SS)
	General G.O. Bonds	15,000	Replace low floor tilt top trailer (Unit #185)
	Sewer G.O. Bonds	10,000	Replace Brush Hog WWTP HD84"
	General Equip Replace Reserve	2,000	Replace Bobcat Tool Cat (Unit1370 DT)
		$1,743,000	2024 Subtotal
2025	General G.O. Bonds	496,000	Replace two 6-wheel dump trucks (2008) (Units #1234 & #1233)
	General G.O. Bonds	205,000	Replace Sidewalk Tractor (2014) (Unit #1368)
	Sewer G.O. Bonds	135,000	Replace one Ford F-550 pickup 4x4 W/Crane WWTP (Unit #755)
	General G.O. Bonds	110,000	Replace DT F350 4x4 Dump Truck (#1112)
	General G.O. Bonds	110,000	Replace one 4X4 Ford F-350 utility body truck Sign Crew (Unit #1111)

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

	General G.O. Bonds	96,000	Replace one skid-steer loader (Unit #1362)
	Water G.O. Bonds	85,000	Replace one Ford F- 350 4x4 Pickup WP (Unit #877)
	General G.O. Bonds	65,000	Replace one cargo van CEM (Unit #602)
	Water G.O. Bonds	64,000	Replace one Ford F-150 extra cab pickup W UTIL (Unit #826)
	General G.O. Bonds	45,000	Replace one Ford F-150 extra cab pickup truck ENG (Unit #460)
	General G.O. Bonds	35,000	Replace one variable message board sign (Solar Unit #450)
	General G.O. Bonds	35,000	Replace one air compressor CEM (Unit #630)
	General G.O. Bonds	18,000	Replace one 3.4 CY sander (Unit 1105SS)
		$1,499,000	2025 Subtotal
2026	General G.O. Bonds	510,000	Replace two (2) dump trucks (2013) (Units #1235 and #1236)
	General G.O. Bonds	210,000	Replace one sidewalk tractor (Unit #1368)
	General G.O. Bonds	185,000	Replace two Ford F-350 crew cab rack body trucks (Units #1107 & #1108)
	General G.O. Bonds	150,000	Replace one service truck F550 (Unit #009)
	General G.O. Bonds	115,000	Replace F350 Dump Truck 4x4 W/Plow (Unit #691)
	Water G.O. Bonds	100,000	Replace 2020 Tool Cat WP Bobcat (Unit #881)
	General G.O. Bonds	90,000	Replace F450 4x4 Dump (Unit # 1106A)
	Sewer G.O. Bonds	75,000	Replace one 4x4 pickup (Unit #713)
	Water G.O. Bonds	75,000	Replace one 4x4 Ford pickup truck (Unit #827)
	General G.O. Bonds	30,000	Replace one 11CY sander unit (Unit #1237SS)
	General G.O. Bonds	20,000	Replace one stainless steel spreader (Unit #0057SS)
	General G.O. Bonds	20,000	Replace one 9 -ton trailer (Unit #672)
	General G.O. Bonds	20,000	Replace one Stainless steel spreader (Unit #1226SS)
	General G.O. Bonds	20,000	Replace one 7CY sander (Unit #425SS)
	General G.O. Bonds	20,000	Replace one magnum light trailer (Unit #1405)
	General G.O. Bonds	15,000	Replace one 3.4 CY sander (Unit #1103SS)
	General G.O. Bonds	58,000	Replace one Ford F150 4x2 Pickup (Unit #461)
		$1,713,000	2026 Subtotal

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

2027	General G.O. Bonds	300,000	Replace one bucket loader (Unit #1301)
	General G.O. Bonds	260,000	Replace 10-wheel dump trucks unit #1237
	General G.O. Bonds	245,000	Replace 6-Wheel Dump Truck #1238
	General G.O. Bonds	182,000	Replace snow blower unit #004
	General G.O. Bonds	116,000	Replace 4x2 Super Cab Pickup ENG. (UNIT #463 and #462)
	Sewer G.O. Bonds	100,000	Replace Ford F-350 Crew Cab Unit #724
	Sewer G.O. Bonds	100,000	Replace 4x2 Crew Cab pickup truck unit #706
	General G.O. Bonds	83,000	Replace Ford F350 Dump #691
	Water G.O. Bonds	60,000	Replace C1500 4x2 pickup unit #879
	General G.O. Bonds	60,000	Replace 2 SS Sanders Unit #1235SS & #1236SS
	General G.O. Bonds	58,000	Replace 4x2 Super Cab Pickup #906
	General G.O. Bonds	58,000	Replace 4X2 F-150 Super cab pick-up truck Unit #460
	General G.O. Bonds	40,000	Replace (2) SS 7CY Sanders Unit #1228SS and 1229SS
	General G.O. Bonds	30,000	Arrow Board Units #452
	General G.O. Bonds	30,000	Replace Sign Board Unit #451
	General G.O. Bonds	20,000	Replace Utility Trailer Unit #1402
	General G.O. Bonds	20,000	Replace 6CY Sander Unit #1227SS
		$1,762,000	2027 Subtotal
2028	General G.O. Bonds	285,000	Replace Street Sweeper Unit #1391
	General G.O. Bonds	130,000	Replace Two (2) F-250 4x4 PU Unit #657 & 658
	General G.O. Bonds	110,000	Tool Cat #1369
	General G.O. Bonds	110,000	Replace John Deere Tractor #665
	General G.O. Bonds	102,000	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	90,000	F-350 Utility 4X4 #907

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

	General G.O. Bonds	78,000	Replace F-350 PU 4x4 Unit #604
	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	66,000	Trackless Leaf Loader #1460
	General G.O. Bonds	66,000	Trackless Leaf Loader #1461
	Sewer G.O. Bonds	65,000	Replace 4x4 pick-up truck F250 (2018) units #757
	General G.O. Bonds	60,000	Stump grinder unit #666
	Sewer G.O. Bonds	58,000	Replace SUV Edge Unit #756
	General G.O. Bonds	56,000	Replace 4x2 Super Cab PU Unit #463
	Water G.O. Bonds	50,000	F250 4X4 PU #880
	General G.O. Bonds	20,000	Replace trailer #1401
	General G.O. Bonds	18,000	Mid-Atlantic Trailer Unit #1403
	Sewer G.O. Bonds	15,000	Replace Box Trailer Unit # 722
		$1,721,000	2028 Subtotal
2029	General G.O. Bonds	600,000	Replace four Ford F-550 4x4 Pickup Units #1114, 1115, 1116 & 1117
	Sewer G.O. Bonds	255,000	Replace 6 Wheel Dump Unit #705
	General G.O. Bonds	240,000	Replace 6 Wheel Dump Truck Unit #1239
	General G.O. Bonds	190,000	Replace Sicard Snow Blower unit #1375
	Water G.O. Bonds	168,000	Replace three Ford F-150 4x2 PU Unit #805, 806 & 807
	General G.O. Bonds	155,000	Replace Backhoe Loader #617
	General G.O. Bonds	110,000	Replace F-450 4x4 Pickup Unit #659
	General G.O. Bonds	105,000	Replace John Deere Tractor #673
	General G.O. Bonds	82,000	Replace skid-steer Unit #1363
	General G.O. Bonds	62,000	Slide-in Hot Box Unit #1404
	General G.O. Bonds	56,000	G2500 Cargo Van #908
	Water G.O. Bonds	56,000	Replace Ford F-150 4x2 PU Unit #873
	General G.O. Bonds	52,000	Replace Tow Behind Sweeper Unit #1390

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

	Water G.O. Bonds	28,000	Replace Genesis Boat Trailer Unit #879
	Sewer G.O. Bonds	25,000	Replace Box Trailer Unit #722
		$2,184,000	2029 Subtotal
2030	General G.O. Bonds	480,000	6 Wheel Dump Trucks #1240 and 1241
	General G.O. Bonds	285,000	6 Wheel 4x4 Bucket Truck Unit #675
	Sewer G.O. Bonds	235,000	Replace 6 Wheel Dump Truck Unit #705
	General G.O. Bonds	190,000	Replace Two (2) skid-steer Unit #1371 and 1364
	General G.O. Bonds	175,000	Band wagon unit #180
	General G.O. Bonds	135,000	Replace Jacobson Mower #676
	General G.O. Bonds	112,000	Replace two F-250 4x4 PU Unit #660 and 661
	General G.O. Bonds	98,000	Replace Ford F-450 4x4 Dump Unit #605
	Sewer G.O. Bonds	92,000	Replace F-550 4x2 Pickup Unit #136
	Water G.O. Bonds	64,000	Replace Extra Cab pickup unit #824
	General G.O. Bonds	32,000	Replace Welder Unit #398
	Water G.O. Bonds	18,000	Replace Utility Trailer Unit #878
		$1,916,000	2030 Subtotal
2031	General G.O. Bonds	370,000	Road Grader #1310
	General G.O. Bonds	235,000	Replace 6 Wheel Dump Truck #1238
	General G.O. Bonds	230,000	Replace RPM Snow Blower Unit #2
	Sewer G.O. Bonds	135,000	Replace Wheel Loader Unit #758
	General G.O. Bonds	120,000	4x2 Super Cab Pickup #461A and 462A
	General G.O. Bonds	108,000	F-350 Utility 4WD #1111A
	Sewer G.O. Bonds	86,000	Replace Ford 4x2 F-550 PU Unit #136
	General G.O. Bonds	75,000	Asphalt Hauler Unit #60
	General G.O. Bonds	70,000	Replace Super cab 1/2Ton PU Unit #908A
	General G.O. Bonds	60,000	4x2 Super Cab Pickup #1445

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

	Water G.O. Bonds	60,000	Replace Ford F-150 Extra Cab (2wd) Unit #826
	General G.O. Bonds	56,000	Replace 4x2 Super Cab Pickup #1110A
	Water G.O. Bonds	42,000	Replace Ford F-150 4x4 #809
	Water G.O. Bonds	39,000	Replace Ford Edge AWD #810
	Sewer G.O. Bonds	36,000	Replace Tow behind Compressor Unit #725
	Water G.O. Bonds	36,000	Replace Tow behind Compressor Unit #830
	Water G.O. Bonds	235,000	Replace 6 Wheel In-body/Dump 102CA #1244
		$1,993,000	2031 Subtotal
2032	General G.O. Bonds	645,000	Replace three Backhoes Unit #1344, 1345, and 1346
	General G.O. Bonds	300,000	Replace Front End Loader unit #1302
	General G.O. Bonds	239,000	Replace 6 Wheel Dump Truck #1242
	General G.O. Bonds	230,000	Replace International 25k Dump #1246
	General G.O. Bonds	195,000	Replace Blower Yellow #2
	General G.O. Bonds	192,000	Replace 2 skid-steer loaders Units #1381 & #1382
	Sewer G.O. Bonds	178,000	Replace Cut-Away Van (Camera) #715
	Sewer G.O. Bonds	165,000	Replace Case Loader Backhoe #726
	Water G.O. Bonds	120,000	Replace Mini Excavator #831
	General G.O. Bonds	70,000	Replace John Deere Mower #673
	General G.O. Bonds	52,000	Replace 4 Ton Asphalt Hauler #66
	General G.O. Bonds	45,000	Replace Cam Deckover 20 Ton Tri #1304
	Water G.O. Bonds	44,000	Replace 4x4 Pickup Ext Cab
	General G.O. Bonds	42,000	Replace 20 Ton Trailer #1308
	Water G.O. Bonds	32,000	Replace 10 Ton Trailer #832
	General G.O. Bonds	25,000	Replace Tandem Trailer #1472
	General G.O. Bonds	15,000	Replace Tandem Trailer #1464
		$2,589,000	2032 Subtotal

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

2033	General G.O. Bonds	430,000	Replace Two Sidewalk Tractors Unit #1379 & #1380
	General G.O. Bonds	324,000	Replace 2 Sidewalk Tractors Unit #1379 & #1380
	Water G.O. Bonds	315,000	Replace 7 Ford F150 (Unit # 805, 806, 807, 808, 809, 811 & 873)
	General G.O. Bonds	261,000	Replace International HV507 (Unit # 1443 & 1245)
	Sewer G.O. Bonds	246,000	Replace Ford E450 (Unit #715)
	General G.O. Bonds	240,000	Replace 4 Ford F250 4x4 (Units # 657, 658, 660 & 661) Grounds
	General G.O. Bonds	230,000	Replace International HV507 (Unit # 675) Grounds
	General G.O. Bonds	190,000	Replace Case 580SN (Unit #617) Grounds
	General G.O. Bonds	178,000	Replace Trackless MT7 (Unit #1384)
	General G.O. Bonds	160,000	Replace Jacobsen HR800 (Unit #676) Grounds
	General G.O. Bonds	130,000	Replace 2 Ford F450 4x4 (Units #605 &659) Grounds
	General G.O. Bonds	125,000	Replace Bobcat Tool Cat (Unit #1369)
	General G.O. Bonds	80,000	Replace 2 Ford F250 4x4 (Units # 910 & 1118)
	General G.O. Bonds	70,000	Replace New Holland Boomer (Unit #677) Grounds
	Water G.O. Bonds	60,000	Replace Ford F550 4x4 (Unit #829)
	Water G.O. Bonds	59,000	Replace Bobcat Tool Cat (Unit #881)
	General G.O. Bonds	55,000	Replace Ford F550 4x4 (Unit #136)
	General G.O. Bonds	50,000	Replace Spaulding T3PRSO (Unit #1408)
	General G.O. Bonds	42,000	Replace Ford F350 (Unit #909)
	Sewer G.O. Bonds	35,000	Replace Ford F250 4x4 (Unit # 757)
	General G.O. Bonds	34,000	Replace Ford F150 4x2 (Unit #464) ENG
	General G.O. Bonds	33,500	Replace Dynapac CC1100VI (Unit #74)
	Water G.O. Bonds	32,000	Replace Ford Edge (Unit #810)
	Sewer G.O. Bonds	29,000	Replace Ford Edge (Unit #756)
	General G.O. Bonds	25,000	Replace Hyster H60FT (Unit #150)
	Sewer G.O. Bonds	22,000	Replace Sullivan D185PDZ (Unit #725)
		$3,455,500	2033 Subtotal

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program
TOTAL		$20,575,500

2024-2033
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 replacement and upgrading of the Supervisory, Control and Data Acquisition (SCADA) software system. First implemented in 2005, SCADA assists with monitoring and operating equipment at the Water Treatment Plant, as well as water tanks and remote pump stations.

SERVICE IMPACT: SCADA preserves and improves operational efficiencies by monitoring and controlling all facilities from a central station. The system allows for collection of historical data, which can be analyzed to improve and adjust operations based upon changing conditions.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Water	Capital Transfer	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	35,000	305,000
	Total	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	35,000	305,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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
2030	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2030 Subtotal
2031	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2031 Subtotal
2032	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2032 Subtotal

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

2033	Water	Capital Transfer	35,000	SCADA equipment and software updates.
			$35,000	2033 Subtotal
	TOTAL		$305,000	

2024-2033
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: Failure to routinely maintain opticom units may result in equipment failure, as well as accidents at intersections involving emergency response vehicles.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Highway Reserve	0	15,000	0	20,000	0	20,000	0	20,000	0	20,000	95,000
	Total	0	15,000	0	20,000	0	20,000	0	20,000	0	20,000	95,000

PROJECT: FIRE #230-Opticom Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Highway Reserve	15,000	Opticom replacement. (City Wide)
		$15,000	2025 Subtotal
2027	General Highway Reserve	20,000	Opticom replacement. (City Wide)
		$20,000	2027 Subtotal
2029	General Highway Reserve	20,000	Opticom replacement. (City Wide)
		$20,000	2029 Subtotal
2031	General Highway Reserve	20,000	Opticom replacement. (City Wide)
		$20,000	2031 Subtotal
2033	General Highway Reserve	20,000	Opticom Replacement (City Wide)
		$20,000	2033 Subtotal
	TOTAL	$95,000	

2024-2033
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 deteriorate, 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Close-out	31,398	0	0	0	0	0	0	0	0	0	31,398
General	G.O. Bonds	280,000	400,000	400,000	0	0	0	0	0	0	0	1,080,000
Golf	G.O. Bonds	15,000	60,000	60,000	50,000	50,000	150,000	50,000	50,000	60,000	50,000	595,000
	Total	326,398	460,000	460,000	50,000	50,000	150,000	50,000	50,000	60,000	50,000	1,706,398

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	280,000	Irrigation system improvements Holes #2, Putting Green, 9 & Central.
	General Capital Close-out	31,398	Irrigation improvements. Closeout share.
	Golf G.O. Bonds	15,000	Irrigation system improvements Holes #2, Putting Green, 9 & Central.
		$326,398	2024 Subtotal
2025	General G.O. Bonds	400,000	Irrigation improvements at Holes #3, 4 and 5.
	Golf G.O. Bonds	60,000	Phase 2 Tree Project at Holes #15 & 16.
		$460,000	2025 Subtotal
2026	General G.O. Bonds	400,000	Irrigation improvements. Final Phase. Holes #6, 7, & 8.
	Golf G.O. Bonds	60,000	Bunker Renovation Improvements #2, 3, 7 & 11.
		$460,000	2026 Subtotal
2027	Golf G.O. Bonds	50,000	Bunker Renovation Improvements at Holes #12, 14, & 16.
		$50,000	2027 Subtotal
2028	Golf G.O. Bonds	50,000	Driving range improvements.
		$50,000	2028 Subtotal
2029	Golf G.O. Bonds	150,000	Rebuild 16th Green Complex.
		$150,000	2029 Subtotal
2030	Golf G.O. Bonds	50,000	Cart path improvements.
		$50,000	2030 Subtotal
2031	Golf G.O. Bonds	50,000	Cart path improvements.

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

		$50,000	2031 Subtotal
2032	Golf G.O. Bonds	60,000	Bunker improvements.
		$60,000	2032 Subtotal
2033	Golf G.O. Bonds	50,000	Drainage improvements at Holes #15 & 16.
		$50,000	2033 Subtotal
	TOTAL	$1,706,398	

2024-2033
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: This project provides for the routine replacement of meters, automatic meter reading devices, gate valves, as well as associated components and equipment.

SERVICE IMPACT: Meters and reading devices provide the only means of accurately measuring customer consumption. The accuracy of meters and reading devices is critical to ensure fair and accurate billing for water and sewer customers.

IMPACT IF NOT FUNDED: Potential increase for inaccurate billing, as well as 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Water	G.O. Bonds	250,000	250,000	250,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	2,675,000
Water	Capital Transfer	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,250,000
	Total	375,000	375,000	375,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	3,925,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	50,000	Phased installation of meters and reading devices. 600 units.
		$375,000	2024 Subtotal
2025	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	50,000	Phased installation of meters and reading devices. 600 units.
		$375,000	2025 Subtotal
2026	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	50,000	Phased installation of meters and reading devices. 600 units.
		$375,000	2026 Subtotal
2027	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
		$400,000	2027 Subtotal
2028	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
		$400,000	2028 Subtotal
2029	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.

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

	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
		$400,000	2029 Subtotal
2030	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
		$400,000	2030 Subtotal
2031	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
		$400,000	2031 Subtotal
2032	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
		$400,000	2032 Subtotal
2033	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 75 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
		$400,000	2033 Subtotal
	TOTAL	$3,925,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #252-Fire Station Improvements

I. PROJECT TYPE: Public Buildings

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 four stations, plus the Department's headquarters, total approximately 49,000 square feet, combined. A summary of each station is below:

The Broadway Station is located at 15 Broadway. The 5,716SF facility was constructed in 1984 and is set on 0.72 Acres.

The Manor Station is located at 46 Village Street. The 11,376SF facility was constructed in 1974 and is set on 1.28 Acres.

The Heights Station is located at 74 Loudon Rd. The 5,016SF facility was constructed in 1966 and is 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 15,290SF facility is 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	80,000	0	0	0	0	350,000	0	0	0	50,000	480,000
	Total	80,000	0	0	0	0	350,000	0	0	0	50,000	480,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	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	2024 Subtotal
2029	General G.O. Bonds	350,000	Improvements to paved parking areas at the Heights, Broadway, and Central Fire Stations.
		$350,000	2029 Subtotal
2033	General G.O. Bonds	50,000	Replace original heating system at Station #7.
		$50,000	2033 Subtotal
	TOTAL	$480,000	

2024-2033
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: This project provides for the routine replacement, upgrade and refurbishment of aging equipment at sewer pump stations. The City has 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: Routine capital investments minimizing risk of unanticipated repairs and service disruptions due to pump station failures, while simultaneously helping to control ongoing operating and maintenance costs.

IMPACT IF NOT FUNDED: Potential for unanticipated equipment failures, which 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Sewer	G.O. Bonds	300,000	1,720,000	6,000,000	0	500,000	0	250,000	0	0	0	8,770,000
	Total	300,000	1,720,000	6,000,000	0	500,000	0	250,000	0	0	0	8,770,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Sewer G.O. Bonds	300,000	Refurbish Chenell Drive pump station.
		$300,000	2024 Subtotal
2025	Sewer G.O. Bonds	900,000	Construct Mountain Green North pump station improvements.
	Sewer G.O. Bonds	750,000	Design Steeplegate Mall pump station improvements.
	Sewer G.O. Bonds	70,000	Construct East Concord pump station improvements including lighting systems, electrical boxes and raceways, as well as plumbing systems.
		$1,720,000	2025 Subtotal
2026	Sewer G.O. Bonds	6,000,000	Construct Steeplegate Mall pump station improvements.
		$6,000,000	2026 Subtotal
2028	Sewer G.O. Bonds	500,000	Construct East Concord pump station improvements including pump and grinder replacements.
		$500,000	2028 Subtotal
2030	Sewer G.O. Bonds	250,000	SCADA system improvements.
		$250,000	2030 Subtotal
	TOTAL	$8,770,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Intersections

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:									
	☐ 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 implement routine capital improvements at traffic signals to improve traffic operations, enhance public safety for motorists and pedestrians, as well as comply with applicable State and Federal regulatory requirements. Signal locations without pedestrian controls will be prioritized.

All projects postponed, until after Labor Day in 2027, due to 5 year paving restrictions for excavating in the public right of way.

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: Potential failure of equipment resulting in traffic disruptions, increased operating and maintenance costs for older equipment, public safety concerns will remain unaddressed.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	60,000	0	0	0	260,000	30,000	60,000	700,000	30,000	30,000	1,170,000
	Total	60,000	0	0	0	260,000	30,000	60,000	700,000	30,000	30,000	1,170,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2024	General	G.O. Bonds	60,000	North Main St / Washington St / Ferry St Intersection: Complete the installation of new countdown pedestrian signals and accessible pedestrian push button stations and replacement of controller cabinet.
			$60,000	2024 Subtotal
2028	General	G.O. Bonds	230,000	Pleasant/Green Intersection: 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 1 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at the following downtown intersections (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.
			$260,000	2028 Subtotal
2029	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 (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	2029 Subtotal
2030	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 the following downtown intersections (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.
	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 the following downtown intersections (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.
			$60,000	2030 Subtotal

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

2031	General	G.O. Bonds	700,000	Pleasant/Spring Intersection: 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.
			$700,000	2031 Subtotal
2032	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 the following downtown intersections (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	2032 Subtotal
2033	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 the following downtown intersections (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	2033 Subtotal
	TOTAL		$1,170,000	

2024-2033
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 Information Technology Advisory Committee (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 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: Routine investments in GIS technology are essential for the delivery of services to the internal and external customers. The need to share the most current data available has become imperative to the way the City conducts business. Without access to GIS information, many of the City's personnel would not be hindered in the performance of their duties.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	0	28,000
Sewer	Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	0	28,000
Water	Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	0	28,000
	Total	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	0	0	84,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Capital Transfer	3,500	GIS Layer Development.
	Sewer Capital Transfer	3,500	GIS Layer Development.
	Water Capital Transfer	3,500	GIS Layer Development.
		$10,500	2024 Subtotal
2025	Sewer Capital Transfer	3,500	GIS Layer Development.
	General Capital Transfer	3,500	GIS Layer Development.
	Water Capital Transfer	3,500	GIS Layer Development.
		$10,500	2025 Subtotal
2026	Sewer Capital Transfer	3,500	GIS Layer Development.
	General Capital Transfer	3,500	GIS Layer Development.
	Water Capital Transfer	3,500	GIS Layer Development.
		$10,500	2026 Subtotal
2027	Sewer Capital Transfer	3,500	GIS Layer Development.
	Water Capital Transfer	3,500	GIS Layer Development.
	General Capital Transfer	3,500	GIS Layer Development.
		$10,500	2027 Subtotal

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

2028	General Capital Transfer	3,500	GIS Layer Development.
	Sewer Capital Transfer	3,500	GIS Layer Development.
	Water Capital Transfer	3,500	GIS Layer Development.
		$10,500	2028 Subtotal
2029	General Capital Transfer	3,500	GIS Layer Development.
	Sewer Capital Transfer	3,500	GIS Layer Development
	Water Capital Transfer	3,500	GIS Layer Development.
		$10,500	2029 Subtotal
2030	General Capital Transfer	3,500	GIS Layer Development
	Sewer Capital Transfer	3,500	GIS Layer Development
	Water Capital Transfer	3,500	GIS Layer Development
		$10,500	2030 Subtotal
2031	Water Capital Transfer	3,500	GIS Layer Development
	General Capital Transfer	3,500	GIS Layer Development
	Sewer Capital Transfer	3,500	GIS Layer Development
		$10,500	2031 Subtotal
	TOTAL	$84,000	

2024-2033
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 remotely using web-based servers, 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 anticipated that approximately 70% of the cost of the project will be supported by the General Fund. The remaining balance will be supported by the Enterprise and Special Revenue Funds.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Water	Capital Transfer	18,750	0	0	0	0	0	0	0	0	0	18,750
General	Capital Transfer	110,000	0	0	0	0	0	0	0	0	0	110,000
Sewer	Capital Transfer	18,750	0	0	0	0	0	0	0	0	0	18,750
	Total	147,500	0	0	0	0	0	0	0	0	0	147,500

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Capital Transfer	110,000	Enterprise-wide scalable document management program to integrate with the 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.
		$147,500	2024 Subtotal
	TOTAL	$147,500	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #305-Fire Department Communications Equipment

I. PROJECT TYPE: Public Safety

II. LOCATION:

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: This project provides for the routine replacement of emergency communications equipment for the Fire Department.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	0	700,000	0	0	0	150,000	0	0	850,000
	Total	0	0	0	700,000	0	0	0	150,000	0	0	850,000

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

2031	General	G.O. Bonds	150,000	Replace tower based communications equipment.
			$150,000	2031 Subtotal
	TOTAL		$850,000	

2024-2033
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 purpose of this projects is to undertake a comprehensive update select portions of the Water Master Plan.

The current Water Master Plan was completed in three separate phases during 2006-2010.

Phase 1 examined alternative water sources, and recommended future use of the Merrimack River to augment current sources of potable water.

Phase 2 evaluated the existing water treatment facility and examined future treatment options. Based upon this analysis, the Study recommended future refurbishment of the existing water treatment plant located on Hutchinson Street to accommodate the City's anticipated needs.

Phase 3 reviewed the City's anticipated future distribution network and storage needs, and provided recommendations associated therewith.

SERVICE IMPACT: Periodic review and updating of the water master plan allows the City to adequately plan for future needs of the community, as well as prioritize water system improvements.

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)

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

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Water	Capital Transfer	0	0	0	80,000	40,000	90,000	0	0	70,000	0	280,000
	Total	0	0	0	80,000	40,000	90,000	0	0	70,000	0	280,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Water Capital Transfer	80,000	Update Phase 1 of 2006-2010 Water Master Plan: Capacity Study.
		$80,000	2027 Subtotal
2028	Water Capital Transfer	40,000	Update Phase 2 of 2006-2010 Water Master Plan: Treatment Study.
		$40,000	2028 Subtotal
2029	Water Capital Transfer	90,000	Conduct geophysical site investigation for Merrimack River source.
		$90,000	2029 Subtotal
2032	Water Capital Transfer	70,000	Update Phase 3 of 2006-2010 Water Master Plan.
		$70,000	2032 Subtotal
	TOTAL	$280,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-PUBLIC PROPERTIES #323-Combined Operations & Maintenance Facility (COMF) Improvements

I. PROJECT TYPE: Public Buildings

II. LOCATION: 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 project provides for routine capital improvements at the Combined Operations and Maintenance Facility (COMF), which houses the 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	150,000	80,000	40,000	100,000	0	150,000	0	0	0	0	520,000
Sewer	G.O. Bonds	60,000	55,000	20,000	50,000	0	25,000	0	0	0	0	210,000
Water	G.O. Bonds	60,000	55,000	20,000	50,000	0	25,000	0	0	0	0	210,000
	Total	270,000	190,000	80,000	200,000	0	200,000	0	0	0	0	940,000

PROJECT: GS-PUBLIC PROPERTIES #323-Combined Operations & Maintenance Facility (COMF) Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	130,000	Replace boiler.
	Sewer G.O. Bonds	60,000	Replace boiler.
	Water G.O. Bonds	60,000	Replace boiler.
	General G.O. Bonds	20,000	Replace ceiling tiles throughout the facility.
		$270,000	2024 Subtotal
2025	General G.O. Bonds	40,000	Replace overhead doors (20 of 57) Phase III.
	General G.O. Bonds	40,000	Replace overhead doors (8 of 57) Phase IV.
	Sewer G.O. Bonds	20,000	Replace overhead doors (20 of 57) Phase III.
	Water G.O. Bonds	20,000	Replace overhead doors (20 of 57) Phase III.
	Sewer G.O. Bonds	20,000	Replace overhead doors (8 of 57) Phase IV.
	Water G.O. Bonds	20,000	Replace overhead doors (8 of 57) Phase IV.
	Sewer G.O. Bonds	15,000	Replace ceiling tiles throughout the facility
	Water G.O. Bonds	15,000	Replace ceiling tiles throughout the facility
		$190,000	2025 Subtotal
2026	General G.O. Bonds	40,000	Pedestrian door improvements (springs, hardware, and door panel replacement).
	Sewer G.O. Bonds	20,000	Pedestrian door improvements (springs, hardware, and door panel replacement).
	Water G.O. Bonds	20,000	Pedestrian door improvements (springs, hardware, and door panel replacement).
		$80,000	2026 Subtotal
2027	General G.O. Bonds	100,000	HVAC improvements.
	Water G.O. Bonds	50,000	HVAC improvements.
	Sewer G.O. Bonds	50,000	HVAC improvements.
		$200,000	2027 Subtotal

PROJECT: GS-PUBLIC PROPERTIES #323-Combined Operations & Maintenance Facility (COMF) Improvements

2029	General G.O. Bonds	150,000	Pavement rehabilitation.
	Sewer G.O. Bonds	25,000	Pavement rehabilitation.
	Water G.O. Bonds	25,000	Pavement rehabilitation.
		$200,000	2029 Subtotal
	TOTAL	$940,000	

2024-2033
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: This project provides for the routine 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): 5

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	45,000	0	0	0	0	60,000	0	0	0	105,000
	Total	0	45,000	0	0	0	0	60,000	0	0	0	105,000

PROJECT: FIRE #335-Thermal Imaging Cameras

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	45,000	Replace thermal imaging cameras.
		$45,000	2025 Subtotal
2030	General G.O. Bonds	60,000	Replace thermal imaging cameras.
		$60,000	2030 Subtotal
	TOTAL	$105,000	

2024-2033
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: The purpose of this project is to provide for routine maintenance of the City's water supply well fields located in the Town of Pembroke, thereby ensuring the facility will be available to produce approximately 1 million gallons of water per day when needed to supplement supplies provided by Penacook Lake and the Contoocook River. This project complies with and implements the recommendations of the 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Water	G.O. Bonds	0	0	0	0	0	150,000	0	0	0	0	150,000
	Total	0	0	0	0	0	150,000	0	0	0	0	150,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2029	Water G.O. Bonds	150,000	Design new pump house and appurtenances in accordance with Wright Pierce Engineers assessment and recommendations.
		$150,000	2029 Subtotal
	TOTAL	$150,000	

2024-2033
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 five water tanks, as follows:
Ed Young Tank located on Penacook Street
Primrose Tank located in Penacook
East Concord Tank located near Portsmouth Street
Snow Pond Tank located near Snow Pond Road
West End Tank located near 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.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Water	G.O. Bonds	75,000	40,000	50,000	55,000	55,000	80,000	0	50,000	60,000	55,000	520,000
	Total	75,000	40,000	50,000	55,000	55,000	80,000	0	50,000	60,000	55,000	520,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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 Tank)
		$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
2031	Water G.O. Bonds	50,000	Cleaning, crack sealing tank and Altitude Valve. (Snow Pond Tank)
		$50,000	2031 Subtotal
2032	Water G.O. Bonds	60,000	Cleaning and crack sealing. (Ed Young Tank)

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

			$60,000	2032 Subtotal
2033	Water	G.O. Bonds	55,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (Primrose Tank)
			$55,000	2033 Subtotal
	TOTAL		$520,000	

2024-2033
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 park.

SERVICE IMPACT: Proposed improvements will promote the use and enjoyment of the facility while ensuring efficiency in expenditure and the greatest return on investment.

IMPACT IF NOT FUNDED: Existing infrastructure will continue to deteriorate, and facility expansion potential will not be realized. Future City investments will not occur in a coordinated manner, thereby potentially resulting in waste and inefficiency. Lack of routine investment may also result in reduced utilization and enjoyment of this facility by the public. Deterioration of existing amenities may also result in potential liabilities for the community.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	70,000	0	0	150,000	0	0	0	0	175,000	395,000
	Total	0	70,000	0	0	150,000	0	0	0	0	175,000	395,000

PROJECT: REC-GROUNDS #358-Garrison Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	70,000	Crack seal, colorize, and stripe basketball courts. Replace standards, replace backboards with acrylic backboards.
		$70,000	2025 Subtotal
2028	General G.O. Bonds	150,000	Replace playground equipment.
		$150,000	2028 Subtotal
2033	General G.O. Bonds	175,000	Construction of paved accessible walkways and bridges within the southerly areas of the park as identified in the Garrison Park Master Plan.
		$175,000	2033 Subtotal
	TOTAL	$395,000	

2024-2033
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: The purpose of this project is to establish a capital improvement program for Merrill 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, playing fields, the playground as well as walkways to meet accessibility standards.

SERVICE IMPACT: Proposed improvements will promote the use and enjoyment of this facility while ensuring efficiency in expenditure and the greatest return on investment.

IMPACT IF NOT FUNDED: Existing infrastructure will continue to deteriorate. Future City investments will not occur in a coordinated manner, thereby potentially resulting in waste and inefficiency. Lack of routine investment may also result in reduced utilization and enjoyment of this facility by the public. Deterioration of existing amenities may also result in potential liabilities for the community.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	275,000	0	0	0	50,000	40,000	280,000	0	0	645,000
	Total	0	275,000	0	0	0	50,000	40,000	280,000	0	0	645,000

PROJECT: REC-GROUNDS #359-Merrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	200,000	Replace playground equipment. Includes installation of poured in place safety surfacing.
	General G.O. Bonds	75,000	Install exercise equipment with poured in place safety surfacing.
		$275,000	2025 Subtotal
2029	General G.O. Bonds	50,000	Complete a needs assessment and restoration plan for the existing pond.
		$50,000	2029 Subtotal
2030	General G.O. Bonds	40,000	Crack seal, colorize and stripe three (3) tennis courts.
		$40,000	2030 Subtotal
2031	General G.O. Bonds	200,000	Dredge pond and repair small dam at east side of pond.
	General G.O. Bonds	80,000	Replace backstops on both fields.
		$280,000	2031 Subtotal
	TOTAL	$645,000	

2024-2033
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: The purpose of this project is to establish a capital improvement program for Kimball Park. Projects are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve the community.

SERVICE IMPACT: Proposed improvements will promote the use and enjoyment of this facility while ensuring efficiency in expenditure and the greatest return on investment.

IMPACT IF NOT FUNDED: Existing infrastructure will continue to deteriorate. Future City investments will not occur in a coordinated manner, thereby potentially resulting in waste and inefficiency. Lack of routine investment may also result in reduced utilization and enjoyment of this facility by the public. Deterioration of existing amenities may also result in potential liabilities for the community.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	15,000	0	0	0	275,000	80,000	0	0	0	370,000
	Total	0	15,000	0	0	0	275,000	80,000	0	0	0	370,000

PROJECT: REC-GROUNDS #360-Kimball Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	15,000	Crack seal, colorize, and stripe one basketball court.
		$15,000	2025 Subtotal
2029	General G.O. Bonds	200,000	Replace playground equipment. Includes installation of poured in place safety surfacing.
	General G.O. Bonds	75,000	Install exercise equipment. Includes installation of poured in place safety surfacing.
		$275,000	2029 Subtotal
2030	General G.O. Bonds	80,000	Replace perimeter fencing.
		$80,000	2030 Subtotal
	TOTAL	$370,000	

2024-2033
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. This equipment includes portable radios, equipment within vehicles and the dispatch center, as well as infrastructure improvements as necessary.

Recently the Department completed radio system upgrades, which included new dispatch consoles and point to point microwave capabilities. The Department also systematically replaced all of the mobile radios as well as portable radios. Improvements to communications infrastructure is necessary in order to ensure the communications capabilities of the officers working in the field.

SERVICE IMPACT: Portable 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. Infrastructure improvements need to periodically take place in order to ensure that the Department's communication system remains reliable in order to ensure officer safety and the delivery of police services to the community.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	120,000	0	80,000	0	0	0	180,000	180,000	100,000	660,000
	Total	0	120,000	0	80,000	0	0	0	180,000	180,000	100,000	660,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	120,000	Communications system improvements to support expanded use of Channel 2.
		$120,000	2025 Subtotal
2027	General G.O. Bonds	80,000	Replace mobile radios in all marked vehicles.
		$80,000	2027 Subtotal
2031	General G.O. Bonds	180,000	Phase 1 of 2: 10 year replacement of Police Department portable radios.
		$180,000	2031 Subtotal
2032	General G.O. Bonds	180,000	Phase 2 of 2: 10 year replacement of Police Department portable radios.
		$180,000	2032 Subtotal
2033	General G.O. Bonds	100,000	Replacement of the radio tower at Concord Police Department Headquarters.
		$100,000	2033 Subtotal
	TOTAL	$660,000	

2024-2033
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 routine replacement of the Police Department's ballistic vests (bullet proof vests). Ballistic vests are replaced every 5 years in accordance with service standards. It is important to replace vests on a regular basis in order to keep up with latest ballistic technology.

SERVICE IMPACT: Routine replacement ensures that safety equipment is consistent with current ballistic technology and fire arms trends.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	80,000	0	0	0	0	85,000	0	0	165,000
	Total	0	0	80,000	0	0	0	0	85,000	0	0	165,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	80,000	Replace ballistic vests purchased in FY 2021.
		$80,000	2026 Subtotal
2031	General G.O. Bonds	85,000	Replace Ballistic Vests purchased in FY 2026.
		$85,000	2031 Subtotal
	TOTAL	$165,000	

2024-2033
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 City's three 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 City also has two other pump stations, which are part of the Water Plant and Pembroke well fields, and are addressed separately by other capital improvement projects.

Phase II of the 2006-2010 Water Master Plan Phase recommends installation of an additional pump station to address pressure and availability issues in an area northeast of Portsmouth Street. This project includes investments to implement this recommendation.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Water	G.O. Bonds	0	180,000	1,020,000	0	0	0	0	0	550,000	0	1,750,000
	Total	0	180,000	1,020,000	0	0	0	0	0	550,000	0	1,750,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water G.O. Bonds	100,000	Design booster station improvements for area northeast of Portsmouth Street per Phase III of the Water Master Plan.
	Water G.O. Bonds	80,000	Land acquisition for booster station improvements for area northeast of Portsmouth Street per Phase III of the Water Master Plan.
		$180,000	2025 Subtotal
2026	Water G.O. Bonds	1,020,000	Construction of booster station improvements for area northeast of Portsmouth Street per Phase III of the Water Master Plan.
		$1,020,000	2026 Subtotal
2032	Water G.O. Bonds	400,000	Station 5 generator replacement.
	Water G.O. Bonds	150,000	Station 2 generator replacement.
		$550,000	2032 Subtotal
	TOTAL	$1,750,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #375-Fire Department Boats

I. PROJECT TYPE: Fire Vehicles

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Transfer	0	0	30,000	0	0	0	0	0	0	0	30,000
General	G.O. Bonds	0	0	0	0	0	0	40,000	0	0	0	40,000
	Total	0	0	30,000	0	0	0	40,000	0	0	0	70,000

PROJECT: FIRE #375-Fire Department Boats

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2026	General	Capital Transfer	30,000	Replace 1 boat.
			$30,000	2026 Subtotal
2030	General	G.O. Bonds	40,000	Replace 1 boat.
			$40,000	2030 Subtotal
	TOTAL		$70,000	

2024-2033
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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	0	0	35,000	50,000	115,000	0	0	0	200,000
General	Capital Transfer	30,000	0	30,000	0	0	0	0	0	0	0	60,000
	Total	30,000	0	30,000	0	35,000	50,000	115,000	0	0	0	260,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
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
2029	General	G.O. Bonds	50,000	Systematic replacement of hazardous materials (HazMat) meters.
			$50,000	2029 Subtotal
2030	General	G.O. Bonds	80,000	Extrication equipment replacement.
	General	G.O. Bonds	35,000	Systematic replacement of fire hose and equipment.
			$115,000	2030 Subtotal
	TOTAL		$260,000	

2024-2033
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 to enhance the livability of neighborhoods, reduce traffic speeds, as well as improve pedestrian and vehicular safety.

In 2023, Merrimack Valley School will coordinate with City staff and the City's annual paving contractor to complete pedestrian sidewalk improvements along a portion of Allen Street. They have budgeted $55,000 toward this effort. The City share for pedestrian improvements within the public right-of-way will be $40,000. The project will be coordinated with the Annual Paving Project and MVSD will pay their share of the costs directly to the contractor.

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: Community concerns about neighborhood traffic speed and pedestrian safety will remain unresolved. 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)

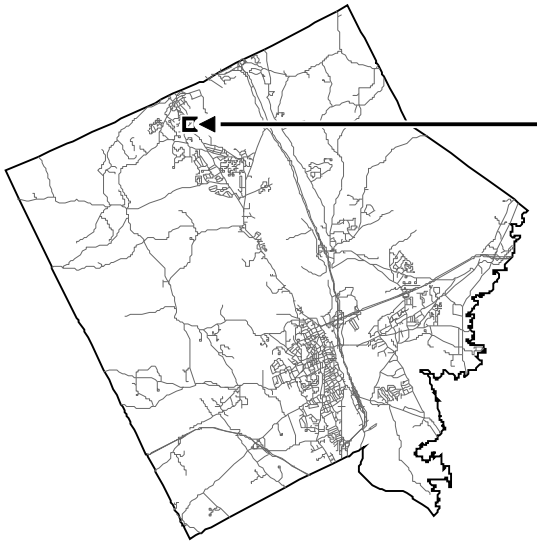
VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	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: CD-ENGINEERING SERVICES #380-Neighborhood Safety Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	40,000	Design and construction of pedestrian safety improvements along Allen Street to be coordinated with Merrimack Valley High School. (City share)
		$40,000	2024 Subtotal
	TOTAL	$40,000	



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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale

FY 2024
CIP PROJECT #380

NEIGHBORHOOD SAFETY IMPROVEMENTS

2024-2033
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: This project provides for the routine maintenance and stewardship of the 10 former landfills located in 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 to enhance 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Solid Waste	Capital Transfer	50,000	0	0	0	0	0	0	0	0	0	50,000
General	G.O. Bonds	0	0	0	0	0	8,932,000	0	0	0	0	8,932,000
	Total	50,000	0	0	0	0	8,932,000	0	0	0	0	8,982,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Solid Waste Capital Transfer	50,000	Landfill maintenance (tree removal / fence repair).
		$50,000	2024 Subtotal
2029	General G.O. Bonds	8,932,000	Design and construction of Old Suncook Road Landfill cap.
		$8,932,000	2029 Subtotal
	TOTAL	$8,982,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Airport

II. LOCATION: Airport Road

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:										
	☑ New	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 bring the building into compliance with the 1990 Americans with Disabilities Act (ADA) without major renovations at significant cost. These issues render much of the terminal building unusable.

In 2020 the City completed an updated study of the terminal building. That effort confirmed the findings of the 2006 Airport Master Plan and recommended the construction of a new terminal building located at the north end of Runway 17/35 facing the intersection of Airport Road and Regional Drive. The proposed building would be 3,500SF and would feature a large common area, tenant and office space, a pilots' lounge, as well as a small restaurant.

An economic impact analysis completed by the City as part of the 2006 Airport Master Plan revealed that Concord Airport contributes $7.2 million dollars to the local economy in the form of direct, indirect, and induced impacts. The same study also estimated that the Airport supports nearly 1,700 jobs throughout the region. Construction of a new terminal building will help expand use of the Airport, and therefore further bolster the local and regional economy.

SERVICE IMPACT: To prevent further deterioration of facility, operation and safety concerns, continued deficiencies based on projected demand and capacity.

IMPACT IF NOT FUNDED: Inability to grow air traffic at the airport thereby resulting in stagnant revenues and persisting code compliance / life-safety concerns with the current facility.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1997 PREVIOUS AMOUNT:

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

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

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Airport	Federal	295,200*	0	0	0	0	0	0	0	0	0	295,200
Airport	G.O. Bonds	0	0	176,000	0	0	0	0	0	0	0	176,000
Other	Federal	96,300*	0	3,168,000	0	0	0	0	0	0	0	3,264,300
Other	State	21,750*	0	176,000	0	0	0	0	0	0	0	197,750
Airport	Capital Transfer	21,750*	0	0	0	0	0	0	0	0	0	21,750
	Total	435,000	0	3,520,000	0	0	0	0	0	0	0	3,955,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Airport Federal	295,200	Terminal Building: Design and permitting for new terminal building. Federal share.
	Other Federal	96,300	Parking Lot and Demolition: Design and permitting for demolition of existing terminal building and parking infrastructure improvements. Federal share.
	Other State	16,400	Terminal Building: Design and permitting for new terminal building. State share.
	Airport Capital Transfer	16,400	Terminal Building: Design and permitting for new terminal building. City share.
	Airport Capital Transfer	5,350	Parking Lot and Demolition: Design and permitting for demolition of existing terminal building and parking infrastructure improvements. City share.
	Other State	5,350	Parking Lot and Demolition: Design and permitting for demolition of existing terminal building and parking infrastructure improvements. State share.
		$435,000	2024 Subtotal
2026	Other Federal	2,376,000	Terminal Building: Construction. Federal share.
	Other Federal	792,000	Parking Lot and Demolition of Existing Terminal: Construction. Federal share.
	Airport G.O. Bonds	132,000	Terminal Building: Construction. City share.
	Other State	132,000	Terminal Building: Construction. State share.
	Airport G.O. Bonds	44,000	Parking Lot and Demolition of Existing Terminal: Construction. City share.
	Other State	44,000	Parking Lot and Demolition of Existing Terminal: Construction. State share.
		$3,520,000	2026 Subtotal

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

TOTAL	$3,955,000

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #403-Parking Division Vehicle and Equipment 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 and equipment.

SERVICE IMPACT: Routine replacement ensures that the Division will have reliable vehicles and equipment for enforcement efforts, as well as maintenance of parking system infrastructure.

IMPACT IF NOT FUNDED: Repairs shall become more frequent and costly due to wear and tear. Chronic vehicle break downs and equipment failures will result in the inefficient operation of the Parking System and lost revenues due to inability to conduct daily enforcement operations, as well as properly maintain infrastructure in a timely fashion.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 7 Expected Bond Term (in Years) 7

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Parking	G.O. Bonds	0	0	0	55,000	0	0	60,000	0	0	0	115,000
	Total	0	0	0	55,000	0	0	60,000	0	0	0	115,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Parking G.O. Bonds	55,000	Replace Meter Maintenance Vehicle (Last replaced in FY 2020).
		$55,000	2027 Subtotal

PROJECT: POLICE - OPERATIONS #403-Parking Division Vehicle and Equipment Replacement Program

2030	Parking	G.O. Bonds	60,000	Replace Parking Enforcement Mobile Unit (Jeep) (Last replaced in FY 2023).
			$60,000	2030 Subtotal
	TOTAL		$115,000	

2024-2033
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 develop 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 improvements 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Sewer	Capital Transfer	0	0	0	20,000	0	0	0	0	0	0	20,000
Sewer	G.O. Bonds	0	0	0	0	0	0	0	0	80,000	0	80,000
	Total	0	0	0	20,000	0	0	0	0	80,000	0	100,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2027	Sewer	Capital Transfer	20,000	Replace lateral service line inspection camera, hardware and software.
			$20,000	2027 Subtotal
2032	Sewer	G.O. Bonds	80,000	Replace a main line camera
			$80,000	2032 Subtotal
	TOTAL		$100,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CITY MANAGER /OPERATION #432-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). The garage opened in 1981. It is approximately 82,000SF and features 238 parking spaces.

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): Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Parking	G.O. Bonds	75,000	675,000	12,045,000	0	0	0	0	0	0	1,700,000	14,495,000
	Total	75,000	675,000	12,045,000	0	0	0	0	0	0	1,700,000	14,495,000

PROJECT: CITY MANAGER /OPERATION #432-State Street Parking Garage (Formerly Firehouse Block)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Parking G.O. Bonds	75,000	Parking Study to further evaluate potential renovation and replacement options of State Street Parking Garage. Specifically, purpose of the Study will be to evaluate the utilization and capacity of current parking facilities (on-street, School Street and Storrs Street Garages, as well as surface lots) to accommodate current and projected future parking demand for the purposes of assisting the City in its review of potential options for the repair / renovation of the State Street Parking Garage. Options include renovation of the existing garage, or potential demolition and replacement of the facility with a new surface parking lot (70+/- spaces) or new parking garage. Factors to be evaluated include, but will not be limited to, impacts of the State's Legislative Garage concerning on-street parking and State Employee parking in School Street Garage, capacity of operating all reserved parking in the School Street and Storrs Street Garages via permits (no assigned space leases), as well as evaluation of future parking capacity needs given projected development / redevelopment activities within the Central Business District. Project will build upon data collected as part of the 2014-2017 Strategic Parking Plan.
		$75,000	2024 Subtotal
2025	Parking G.O. Bonds	675,000	Design and permitting of comprehensive structural repairs and renovations to the State Street Parking Garage.
		$675,000	2025 Subtotal
2026	Parking G.O. Bonds	11,945,000	Construction of comprehensive structural repairs and renovations to the State Street Parking Garage, pending final decision by City Council concerning repair or replacement of the facility. Should repair be preferred, renovations and improvements would include: extensive concrete repairs and restoration, new expansion joints, drainage improvements, new LED lighting and other electrical upgrades, improved signage, restoration of stair towers, installation of water service for improved garage maintenance, as well as waterproof membrane for all elevated floors of the garage.
	Parking G.O. Bonds	100,000	Replace security cameras installed in FY2020.
		$12,045,000	2026 Subtotal
2033	Parking G.O. Bonds	1,500,000	5 Year refresh after FY2026 renovation project is completed in FY2028. Scope includes as needed work associated with waterproofing, membranes, sealants, concrete repairs, etc.

PROJECT:	CITY MANAGER /OPERATION	#432-State Street Parking Garage (Formerly Firehouse Block)	
Parking	G.O. Bonds	200,000	Replace security cameras installed in FY2026.
		$1,700,000	2033 Subtotal
TOTAL		$14,495,000	

2024-2033
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). The garage opened in 1985. It is approximately 171,000SF in size and features 469 parking spaces, as well as an adjoining surface lot with 5 additional spaces.

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): Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Parking	G.O. Bonds	0	0	1,100,000	0	0	0	0	0	5,200,000	0	6,300,000
	Total	0	0	1,100,000	0	0	0	0	0	5,200,000	0	6,300,000

PROJECT: CITY MANAGER /OPERATION #433-School Street Parking Garage (Formerly Durgin Block)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Parking G.O. Bonds	800,000	5 Year maintenance and repairs. Intended to be completed approximately 5 years after FY18-21 renovations. Scope includes as needed repair or replacement of waterproofing / sealants / membranes, touchup paint the structural steel frame, masonry repairs to brick walls located on east elevation of the garage, as well as design services, construction oversight, and contingency.
	Parking G.O. Bonds	100,000	Security camera replacement. Installed in FY2020.
	Parking G.O. Bonds	100,000	Reclaim pavement in service alley located on the west side of the garage.
	Parking G.O. Bonds	100,000	Reclaim pavement in parking lot on south side of garage.
		$1,100,000	2026 Subtotal
2032	Parking G.O. Bonds	5,200,000	10 Year maintenance and repairs following completion of FY2018-2021 $5.8M repair and renovation project. Scope includes concrete repairs and maintenance, waterproofing repairs and maintenance, repaint 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.
		$5,200,000	2032 Subtotal
	TOTAL	$6,300,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #443-City-Wide Community Center

I. PROJECT TYPE: Public Buildings

II. LOCATION: 14 Canterbury Road

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the City-wide Community Center, which opened in June 2018.

The $8+/- million, 30,750 square foot facility features a high-school size gymnasium with locker rooms, large multipurpose room with stage and commercial warming kitchen, five multipurpose program rooms, two exercise rooms, a senior lounge, as well as part time branch library services.

The facility also serves as the headquarters for the Parks and Recreation Department.

SERVICE IMPACT: Improved customer service, recreational opportunities, and quality of life for all residents. Increased operational and maintenance costs.

IMPACT IF NOT FUNDED: Deferred maintenance will result in higher operating and maintenance costs, reduced customer satisfaction and community pride, as well as increased repair costs in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Donations	0	15,000	0	0	0	0	0	0	0	0	15,000
General	G.O. Bonds	0	0	0	750,000	50,000	0	0	140,000	0	0	940,000
General	Capital Transfer	0	25,000	0	0	0	0	0	0	0	0	25,000
	Total	0	40,000	0	750,000	50,000	0	0	140,000	0	0	980,000

PROJECT: REC-GROUNDS #443-City-Wide Community Center

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2025	General	Capital Transfer	25,000	Increase number of tables and chairs at the City Wide Community Center
	General	Donations	15,000	Install two bocce courts, outdoor ping pong table, and corn hole facility near the Keach Park entrance into the community center.
			$40,000	2025 Subtotal
2027	General	G.O. Bonds	750,000	Reconfiguration, reconstruction, and expansion of the existing parking lots. This project increases parking supply from 70 spaces to approximately 124 spaces. Includes design, lighting, and landscaping.
			$750,000	2027 Subtotal
2028	General	G.O. Bonds	50,000	Placeholder for potential replacement of roof top HVAC units.
			$50,000	2028 Subtotal
2031	General	G.O. Bonds	100,000	Replace original 2018 gym floor. Lifespan of floor in 10 - 15 years
	General	G.O. Bonds	40,000	Begin to replace indoor furnishings.
			$140,000	2031 Subtotal
	TOTAL		$980,000	

2024-2033
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 generated by the facility has subsided. As a result, the system actively vents to the atmosphere.

SERVICE IMPACT: Routine repair and maintenance of these systems will maintain the health and safety of the community, as well as ensure compliance with applicable environmental regulations.

IMPACT IF NOT FUNDED: Lack of routine investment will result in increased operating and maintenance costs, as well as potential equipment failure. Potential equipment failures may 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): 20 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Solid Waste	Capital Transfer	0	0	0	0	0	10,000	10,000	0	0	0	20,000
Solid Waste	G.O. Bonds	0	0	0	0	125,000	45,000	0	0	0	0	170,000
	Total	0	0	0	0	125,000	55,000	10,000	0	0	0	190,000

PROJECT: GS-SOLID WASTE #447-Landfill Soil Vapor Extraction Systems

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2028	Solid Waste	G.O. Bonds	125,000	Old Turnpike Road Landfill: Replace original 1995 blower building and associated equipment.
			$125,000	2028 Subtotal
2029	Solid Waste	G.O. Bonds	45,000	Old Suncook Road Landfill: Replace blower system.
	Solid Waste	Capital Transfer	10,000	Old Suncook Road Landfill: Rehabilitate gas collection system and monitoring wells.
			$55,000	2029 Subtotal
2030	Solid Waste	Capital Transfer	10,000	Old Turnpike Road Landfill: Rehabilitate gas collection system and monitoring wells.
			$10,000	2030 Subtotal
	TOTAL		$190,000	

2024-2033
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: This project provides for the routine acquisition of 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 then analyzes the data to determine if a water main is compromised and leaking.

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 from 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. Severe leaks could compromise roadways and other infrastructure.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Water	Capital Transfer	0	0	10,000	0	0	0	0	15,000	0	0	25,000
	Total	0	0	10,000	0	0	0	0	15,000	0	0	25,000

PROJECT: GS-WATER #451-Leak Detection

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Water Capital Transfer	10,000	Replace leak detection equipment.
		$10,000	2026 Subtotal
2031	Water Capital Transfer	15,000	Replace / new pods for leak detection equipment.
		$15,000	2031 Subtotal
	TOTAL	$25,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: 7 Penacook Street, Penacook

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:									
	☑ 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: This project provides for the routine repair and maintenance 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: Routine repair and replacement of the plant's infrastructure provides short-term and long-term reliability, as well as ensures the facility is in compliance with various codes and regulations.

IMPACT IF NOT FUNDED: Potential for increased operating and maintenance costs over time; increased potential for costly emergency repairs; potential liabilities for failing to maintain the facility in accordance with applicable codes and regulations.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Sewer	G.O. Bonds	50,000	1,060,000	30,000	1,630,000	225,000	690,000	860,000	320,000	300,000	0	5,165,000
	Total	50,000	1,060,000	30,000	1,630,000	225,000	690,000	860,000	320,000	300,000	0	5,165,000

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Sewer G.O. Bonds	50,000	Permit renewal evaluation (pump station conversion).
		$50,000	2024 Subtotal
2025	Sewer G.O. Bonds	1,060,000	Influent screw pump replacement.
		$1,060,000	2025 Subtotal
2026	Sewer G.O. Bonds	30,000	Motive pump rebuild.
		$30,000	2026 Subtotal
2027	Sewer G.O. Bonds	1,500,000	Sequencing Batch Reactor (SBR) refurbishment.
	Sewer G.O. Bonds	130,000	Supervisory Control And Data Acquisition (SCADA) system upgrades.
		$1,630,000	2027 Subtotal
2028	Sewer G.O. Bonds	225,000	Effluent disinfection system replacement.
		$225,000	2028 Subtotal
2029	Sewer G.O. Bonds	630,000	Aeration blower replacement.
	Sewer G.O. Bonds	60,000	Renovation of interior finishes (paint, carpet, ceiling tiles, etc.).
		$690,000	2029 Subtotal
2030	Sewer G.O. Bonds	550,000	Waste Tank refurbishment.
	Sewer G.O. Bonds	310,000	Roof replacement.
		$860,000	2030 Subtotal
2031	Sewer G.O. Bonds	320,000	Vacuum system and valve pit refurbishment.
		$320,000	2031 Subtotal

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

2032	Sewer	G.O. Bonds	300,000	Equalization pump replacements.
			$300,000	2032 Subtotal
	TOTAL		$5,165,000	

2024-2033
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. Taxiway A was reconstructed in 2019.

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 aircraft (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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Other	Federal	0	0	0	0	0	0	150,000	1,000,000	0	0	1,150,000
Other	State	0	0	0	0	0	0	8,334	55,556	0	0	63,890
Airport	Capital Transfer	0	0	0	0	0	0	8,334	8,556	0	0	16,890
	Total	0	0	0	0	0	0	166,668	1,064,112	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
2030	Other Federal	150,000	Design the Itinerant Ramp expansion project. The ramp shall be expanded northerly so that it will have capacity to accommodate larger aircraft. Federal share.
	Airport Capital Transfer	8,334	City share.
	Other State	8,334	State share.
		$166,668	2030 Subtotal
2031	Other Federal	1,000,000	Construct the Itinerant Ramp expansion project. Federal share.
	Other State	55,556	State share.
	Airport Capital Transfer	8,556	City share.
		$1,064,112	2031 Subtotal
	TOTAL	$1,230,780	

2024-2033
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: This project provides for routine maintenance, repair, and replacement of the airport fuel farm and associated equipment.

SERVICE IMPACT: Routine investments keep the facility in compliance with applicable Federal Aviation Administration rules and regulations, as well as State and Federal environmental regulations. Routine facility improvements also maintain customer service and fuel farm market share.

IMPACT IF NOT FUNDED: Decreased customer satisfaction and potential loss of market share. Potential regulatory liability due to 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Other	Federal	0	0	0	0	500,000	0	0	0	0	0	500,000
Other	State	0	0	0	0	27,778	0	0	0	0	0	27,778
Airport	Capital Transfer	0	0	0	0	27,778	0	0	0	0	0	27,778
	Total	0	0	0	0	555,556	0	0	0	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 per 2006 Airport Master Plan.
	Airport Capital Transfer	27,778	City Portion.
	Other State	27,778	State Portion.
		$555,556	2028 Subtotal
	TOTAL	$555,556	

2024-2033
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: Routine equipment replacement 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) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Transfer	0	49,000	0	0	0	0	0	0	0	0	49,000
	Total	0	49,000	0	0	0	0	0	0	0	0	49,000

PROJECT: LIBRARY #477-Library Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2025	General	Capital Transfer	25,000	Replace main floor service desk.
	General	Capital Transfer	24,000	Replace 4 exterior book bins.
			$49,000	2025 Subtotal
	TOTAL		$49,000	

2024-2033
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 assist with the development of the program's 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 in the industry.

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 waste and service inefficiencies.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Water	G.O. Bonds	0	90,000	0	0	0	0	0	0	0	75,000	165,000
	Total	0	90,000	0	0	0	0	0	0	0	75,000	165,000

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
2033	Water G.O. Bonds	75,000	Upgrade of asset management hardware and software.
		$75,000	2033 Subtotal
	TOTAL	$165,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #484-Police Station Improvements

I. PROJECT TYPE: Public Buildings

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: This project provides for routine maintenance and repair of the Police Station.

Typical projects include window replacement, roof rehabilitation, paint and carpet refurbishment, lighting improvements, HVAC upgrades, building system upgrades, and other similar projects.

SERVICE IMPACT: Improve usability, maintainability, and energy efficiency of the Police Department.

IMPACT IF NOT FUNDED: 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	200,000	0	225,000	250,000	250,000	0	0	0	0	0	925,000
	Total	200,000	0	225,000	250,000	250,000	0	0	0	0	0	925,000

PROJECT: POLICE - OPERATIONS #484-Police Station Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	200,000	Roof replacement at the police department.
		$200,000	2024 Subtotal
2026	General G.O. Bonds	75,000	Electrical improvements (facility wide).
	General G.O. Bonds	150,000	Refurbish third floor office suites and common spaces. Improvements include: ceiling tiles, LED lighting, HVAC upgrades, paint and carpet. Renovations to the Computer Crimes Unit shall also include paint, countertops, cabinets, and static resistant flooring.
		$225,000	2026 Subtotal
2027	General G.O. Bonds	250,000	HVAC System upgrades. Phase 1 of 2.
		$250,000	2027 Subtotal
2028	General G.O. Bonds	250,000	HVAC System upgrades. Phase 2 of 2.
		$250,000	2028 Subtotal
	TOTAL	$925,000	

2024-2033
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 (RPZs).

Investments include property acquisition (both fee simple and easements), as well as management of tall vegetation and other potential obstructions.

Grant contracts with the US FAA and State of New Hampshire for major capital improvement projects completed at the Airport over the last several years require the City to undertake certain periodic runway protection zone improvements in order to ensure 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Other	Federal	0	0	0	205,200	205,200	0	0	0	0	0	410,400
Other	State	0	0	0	11,400	11,400	0	0	0	0	0	22,800
Airport	Capital Transfer	0	0	0	11,400	11,400	0	0	0	0	0	22,800
	Total	0	0	0	228,000	228,000	0	0	0	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	

2024-2033
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 the following utilities: natural gas, potable water, and sanitary sewer.

The anticipated route of new roadway will generally follow the existing water main easement between Whitney Road and Sewalls Falls Road.

SERVICE IMPACT: The project will provide access to landlocked real estate north of the Concord Monitor to foster development, tax base expansion, as well as other economic development goals and objectives. The project also improves the efficiency of the local road network by connecting Sewalls Falls Road to US Route 4 and Exit 17 on Interstate 93. Project will result in future maintenance costs for the community.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Donations	0	0	0	2,350,000	25,700,000	0	0	0	0	0	28,050,000
	Total	0	0	0	2,350,000	25,700,000	0	0	0	0	0	28,050,000

PROJECT: CD-ENGINEERING SERVICES #502-Whitney Road Extension

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General Donations	2,350,000	Design and permitting for new roadway and associated utility improvements.
		$2,350,000	2027 Subtotal
2028	General Donations	25,700,000	Construct of Whitney Road Extension and related utility improvements. Excludes water mains as project may follow existing water main easement.
		$25,700,000	2028 Subtotal
	TOTAL	$28,050,000	

2024-2033
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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	160,000	1,150,000	0	0	1,310,000
	Total	0	0	0	0	0	0	160,000	1,150,000	0	0	1,310,000

PROJECT: CD-ENGINEERING SERVICES #505-South Main Street Corridor Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	General G.O. Bonds	160,000	Design of South Main Street corridor improvements including installation of traffic signals at Pillsbury Street, as well as other intersection improvements at Gas Street, Allison Street, South State Street and Langdon Avenue.
		$160,000	2030 Subtotal
2031	General G.O. Bonds	1,150,000	Construct South Main Street corridor improvements including installation of traffic signals at Pillsbury Street, as well as other intersection improvements 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 Intersection Improvements @ Allison Street, Gas Street, and Langdon Avenue = $300,000
		$1,150,000	2031 Subtotal
	TOTAL	$1,310,000	

2024-2033
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 recommended the expansion of parking areas adjacent to the terminal building to support increased parking demand associated with special events, such as the annual NASCAR races held at the NH Motor Speedway in Loudon each summer.

SERVICE IMPACT: The project results in expanded parking for special events. Some events may result in additional revenues for the facility.

IMPACT IF NOT FUNDED: Status quo conditions will remain unchanged. Potential expanded use of the airport for special community events will remain untapped.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	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
2033	Airport G.O. Bonds	160,000	Reconfigure and expand the existing automobile parking lot near the terminal building per the 2006 Airport Master Plan.
	Airport G.O. Bonds	160,000	Create overflow turf parking lot per the 2006 Airport Master Plan.
		$320,000	2033 Subtotal
	TOTAL	$320,000	

2024-2033
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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Donations	0	250,000	0	100,000	0	0	50,000	0	0	0	400,000
	Total	0	250,000	0	100,000	0	0	50,000	0	0	0	400,000

PROJECT: REC-GROUNDS #515-Golf Course Winter Recreation Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Donations	250,000	Phase 2 of Ski The Beav Plan for Expanded Winter Operations includes adding limited snow making to the course
		$250,000	2025 Subtotal
2027	General Donations	100,000	Phase 3 of Ski The Beav Plan. Add limited lights on section of trail to increase use of the xc trails during the winter months
		$100,000	2027 Subtotal
2030	General Donations	50,000	Purchase recreational cross country skies and boots, snowshoes and ice skates for rentals subject to final design and available space in new golf course club house per CIP #107.
		$50,000	2030 Subtotal
	TOTAL	$400,000	

2024-2033
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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	350,000	300,000	0	0	0	0	0	0	0	650,000
General	Highway Reserve	230,000	0	125,000	0	0	0	0	0	0	0	355,000
	Total	230,000	350,000	425,000	0	0	0	0	0	0	0	1,005,000

PROJECT: CD-ENGINEERING SERVICES #518-Bridge and Dam Maintenance / Repairs

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2024	General	Highway Reserve	125,000	Pressure wash and seal the following bridges: Commercial Street over Wattanummon Brook (140/113) Water Street over B&M Railroad Corridor (180/100)
	General	Highway Reserve	105,000	Structural Repairs and design to extend bridge service life. Horse Hill Road over Contoocook River (069/052) - Based on Concrete testing (FY22), design of bridge joint replacement. Hoit Road over Hayward Brook (053/139) - Additional repair funds needed for arch invert based on design (design funds FY22.). Currier Road over Ash Brook (130-019) - Additional repair funds for concrete repairs, bridge rail and membrane. Design and repair funds from FY22.
			$230,000	2024 Subtotal
2025	General	G.O. Bonds	350,000	Structural Repairs and design to extend bridge service life. Horse Hill Road over Contoocook River (069/052) - Bridge deck joint replacement, new membrane and pavement replacement, pending results of bridge deck structural deficiencies programmed in FY24..
			$350,000	2025 Subtotal
2026	General	G.O. Bonds	300,000	Rehabilitation of a structurally deficient section of the Turtle Town Pond Dam.
	General	Highway Reserve	125,000	Pressure wash and seal the following bridges: Delta Drive over Pedestrian Walk (142/113) Langley Parkway over Pedestrian Walk (173/071) Village Street over Contoocook River (040/070) Washington Street over Mill Outlet (048/082)
			$425,000	2026 Subtotal
	TOTAL		$1,005,000	

2024-2033
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.

NHDOT to include this project with the Bow/Concord I-93 Expansion Project.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Donations	0	0	0	0	500,000	0	0	0	0	0	500,000
	Total	0	0	0	0	500,000	0	0	0	0	0	500,000

PROJECT: CD-ENGINEERING SERVICES #519-Manchester Street/Old Turnpike Road Intersection Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General Donations	500,000	Design and construction of improvements to Old Turnpike Road approach to Manchester Street including modifications to the existing traffic signal.
		$500,000	2028 Subtotal
	TOTAL	$500,000	

2024-2033
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 Washington Street/Centre Street, Graham Road/Snow Pond Road, Carter Hill Road/Lakeview Drive, Abbott Road/Sewalls Falls Road, Mountain Road/Sanborn 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Highway Reserve	110,000	110,000	50,000	100,000	50,000	0	0	0	0	0	420,000
	Total	110,000	110,000	50,000	100,000	50,000	0	0	0	0	0	420,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Highway Reserve	110,000	Reconstruct/realign the Abbott Road / Sewalls Falls Road Intersection.
		$110,000	2024 Subtotal
2025	General Highway Reserve	110,000	Reconstruct/realign the Washington Street / Centre Street Intersection.
		$110,000	2025 Subtotal
2026	General Highway Reserve	50,000	Reconstruct the Carter Hill Road/ Lakeview Drive Intersection.
		$50,000	2026 Subtotal
2027	General Highway Reserve	100,000	Reconstruct the Mountain Road / Sanborn Road Intersection
		$100,000	2027 Subtotal
2028	General Highway Reserve	50,000	Reconstruct the Graham Road / Snow Pond Road Intersection
		$50,000	2028 Subtotal
	TOTAL	$420,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #521-Police Firearms Range Improvements

I. PROJECT TYPE: Public Buildings

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Transfer	0	0	0	20,000	0	0	0	0	0	175,000	195,000
	Total	0	0	0	20,000	0	0	0	0	0	175,000	195,000

PROJECT: POLICE - OPERATIONS #521-Police Firearms Range Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General Capital Transfer	20,000	Remove lead from berms, restore berms, replace range wall timbers as necessary.
		$20,000	2027 Subtotal
2033	General Capital Transfer	175,000	The police Department is requesting funding to construct a cold storage building at the firing range. This building will serve as a secure offsite location to store evidence which may be too large to be stored at the police department. This structure will be a multiple bay metal storage garage style building built on a concrete slab with no mechanicals designed for cold storage.
		$175,000	2033 Subtotal
	TOTAL	$195,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #522-Patrol Rifle Replacements

I. PROJECT TYPE: Public Safety

II. LOCATION: Concord Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

NEED 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	H	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 the routine issuance and replacement of the Police Department's rifles.

SERVICE IMPACT: Project will expand the Police Department's inventory of individually issued rifles, as well as upgrade the optics and lighting on new and existing rifles. The Department is seeking sufficient supply of rifles so as they may be individually assigned to officers rather than used as a pooled resource.

IMPACT IF NOT FUNDED: Not all officers will be assigned patrol rifles. This limits the ability of rifles to be deployed when necessary due to the specific threat of an incident. This potentially affects officer safety, as well as the safety of community members.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	15,000	0	0	0	0	0	0	0	0	15,000
	Total	0	15,000	0	0	0	0	0	0	0	0	15,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	15,000	Purchase of new Patrol Rifles.
		$15,000	2025 Subtotal

PROJECT:	POLICE - OPERATIONS	#522-Patrol Rifle Replacements
TOTAL		$15,000

2024-2033
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: This project provides for routine maintenance and replacement of the City's telephone system.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Transfer	0	0	225,000	0	0	0	0	0	0	0	225,000
Sewer	Capital Transfer	0	0	37,500	0	0	0	0	0	0	0	37,500
Water	Capital Transfer	0	0	37,500	0	0	0	0	0	0	0	37,500
	Total	0	0	300,000	0	0	0	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	

2024-2033
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): 7 Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	275,000	275,000	0	0	0	0	0	350,000	350,000	0	1,250,000
	Total	275,000	275,000	0	0	0	0	0	350,000	350,000	0	1,250,000

PROJECT: FIRE #527-Fire Department EMS Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	275,000	Phase 1: Replacement of cardiac monitors and associated equipment used on all Fire Department and Police Department vehicles, as well as those located within all city buildings. Total of 30 AED units.
		$275,000	2024 Subtotal
2025	General G.O. Bonds	275,000	Phase 2: Replacement of cardiac monitors and associated equipment used on all Fire Department and Police Department vehicles, as well as those located within all city buildings. Total of 30 AED units.
		$275,000	2025 Subtotal
2031	General G.O. Bonds	350,000	Phase 1: Replacement of cardiac monitors and associated equipment used on all Fire Department and Police Department vehicles, as well as those located within all city buildings and Parks & Rec. Total of 30 AED units.
		$350,000	2031 Subtotal
2032	General G.O. Bonds	350,000	Phase 2: Replacement of cardiac monitors and associated equipment used on all Fire Department and Police Department vehicles, as well as those located within all city buildings and Parks & Rec. Total of 30 AED units.
		$350,000	2032 Subtotal
	TOTAL	$1,250,000	

2024-2033
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, 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. Would create unsafe areas for community use.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	0	400,000	0	0	50,000	0	0	0	450,000
	Total	0	0	0	400,000	0	0	50,000	0	0	0	450,000

PROJECT: REC-GROUNDS #528-Pocket Parks

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	350,000	Replace playground equipment in all pocket parks. Includes installation of poured in place safety surfacing.
	General G.O. Bonds	50,000	Reed Pocket Park. Replace softball backstop and fence
		$400,000	2027 Subtotal
2030	General G.O. Bonds	50,000	Crack seal and repaint the basketball courts in each of the three pocket parks.
		$50,000	2030 Subtotal
	TOTAL	$450,000	

2024-2033
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. It originally contained 516 spaces; however, 3 spaces were converted into storage space for the Downtown Services Team in 2016.

Proposed improvements include, but are not limited to, concrete repairs, deck sealing and waterproofing, repair and replacement of expansion joints, elevator improvements, 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Parking	G.O. Bonds	0	0	0	0	1,650,000	0	0	0	10,000,000	0	11,650,000
	Total	0	0	0	0	1,650,000	0	0	0	10,000,000	0	11,650,000

PROJECT: CITY MANAGER /OPERATION #529-Storrs Street Parking Garage (Formerly Capital Commons)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Parking G.O. Bonds	1,650,000	5 year repair and refresh following work completed in August 2022 (FY2023). As needed minor concrete repairs, waterproofing repairs and replacement, replacement of security cameras installed in FY2020, as well as design services and contingency.
		$1,650,000	2028 Subtotal
2032	Parking G.O. Bonds	10,000,000	Comprehensive repair and renovation of the Storrs Street Parking Garage (25 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.
		$10,000,000	2032 Subtotal
	TOTAL	$11,650,000	

2024-2033
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 routine replacement of golf course vehicles and 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Golf	G.O. Bonds	35,000	65,000	80,000	35,000	70,000	80,000	35,000	70,000	70,000	35,000	575,000
	Total	35,000	65,000	80,000	35,000	70,000	80,000	35,000	70,000	70,000	35,000	575,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Golf G.O. Bonds	35,000	Replace One Aerator.
		$35,000	2024 Subtotal

PROJECT: REC-GROUNDS #530-Golf Course Equipment

2025	Golf G.O. Bonds	65,000	Replace one Triplex Mower with hybrid electric unit.
		$65,000	2025 Subtotal
2026	Golf G.O. Bonds	80,000	Replace Rough Mower.
		$80,000	2026 Subtotal
2027	Golf G.O. Bonds	35,000	Replace one Utility Vehicle.
		$35,000	2027 Subtotal
2028	Golf G.O. Bonds	70,000	Replace one Rough Mower.
		$70,000	2028 Subtotal
2029	Golf G.O. Bonds	80,000	Replace Spray Vehicle.
		$80,000	2029 Subtotal
2030	Golf G.O. Bonds	35,000	Replace one Aerator.
		$35,000	2030 Subtotal
2031	Golf G.O. Bonds	70,000	Replace Fairway Mower.
		$70,000	2031 Subtotal
2032	Golf G.O. Bonds	70,000	Replace Fairway Mower.
		$70,000	2032 Subtotal
2033	Golf G.O. Bonds	35,000	Replace Sand Pro.
		$35,000	2033 Subtotal
	TOTAL	$575,000	

2024-2033
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: This project provides for routine maintenance and improvement of 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Other	State	0	0	0	0	0	0	8,334	37,500	60,000	0	105,834
Other	Federal	0	0	0	0	0	0	150,000	675,000	1,080,000	0	1,905,000
Airport	Capital Transfer	0	0	0	0	0	0	8,334	37,500	60,000	0	105,834
	Total	0	0	0	0	0	0	166,668	750,000	1,200,000	0	2,116,668

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	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	2030 Subtotal
2031	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	2031 Subtotal
2032	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	2032 Subtotal
	TOTAL	$2,116,668	

2024-2033
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 exceeded 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Airport	Capital Transfer	0	0	0	0	0	0	26,500	0	0	55,000	81,500
Other	Federal	0	0	0	0	0	0	477,000	0	0	1,000,000	1,477,000
Other	State	0	0	0	0	0	0	26,500	0	0	55,000	81,500
	Total	0	0	0	0	0	0	530,000	0	0	1,110,000	1,640,000

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
2033	Other Federal	1,000,000	Replace hangar 2 and 3 (Federal share)--If prior year repairs have been made as projected, this may not be necessary.
	Other State	55,000	Replace hangar 2 and 3 (State share)--If prior year repairs have been made as projected, this may not be necessary.
	Airport Capital Transfer	55,000	Replace hangar 2 and 3 (City share)--If prior year repairs have been made as projected, this may not be necessary.
		$1,110,000	2033 Subtotal
	TOTAL	$1,640,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #541-Regional Drive/Chenell Drive Intersection Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: Regional Drive and Chenell Drive

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:									
	☑ New	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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	300,000	0	1,900,000	0	0	0	0	0	0	2,200,000
	Total	0	300,000	0	1,900,000	0	0	0	0	0	0	2,200,000

PROJECT: CD-ENGINEERING SERVICES #541-Regional Drive/Chenell Drive Intersection Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	300,000	Design of improvements to the Regional Drive / Chenell Drive intersection.
		$300,000	2025 Subtotal
2027	General G.O. Bonds	1,900,000	Construction of improvements to the Regional Drive / Chenell Drive intersection.
		$1,900,000	2027 Subtotal
	TOTAL	$2,200,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #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.

In 2019-2020, City, local, and Land and Water Conservation funds were used to design, permit, and construct the first 1,600 feet of the paved trail through Terrill Park just north of Manchester Street. In the fall of 2020, City Council appropriated $90,000 of city funds to design the section of trail from Terrill Park to Loudon Road with construction anticipated in 2023 pending receipt of additional grants and donations.

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. Snow removal will not be necessary as this trail is to provide an opportunity for winter recreation / transportation.

PROJECT: REC-GROUNDS #543-Merrimack River Greenway Trail Project

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:

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

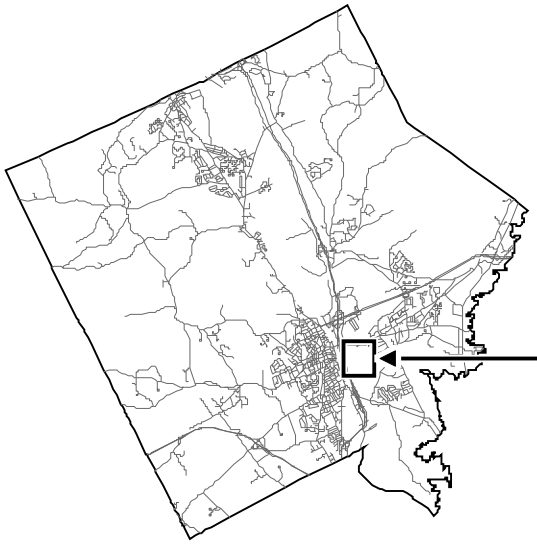
Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Other	Federal	275,000*	0	0	0	0	0	0	0	0	0	275,000
Other	State	0	0	0	0	0	8,800,000	0	0	0	0	8,800,000
General	G.O. Bonds	130,000*	180,000	0	2,000,000	0	1,100,000	0	0	0	0	3,410,000
General	Donations	295,000*	0	0	2,000,000	0	1,100,000	0	0	0	0	3,395,000
	Total	700,000	180,000	0	4,000,000	0	11,000,000	0	0	0	0	15,880,000

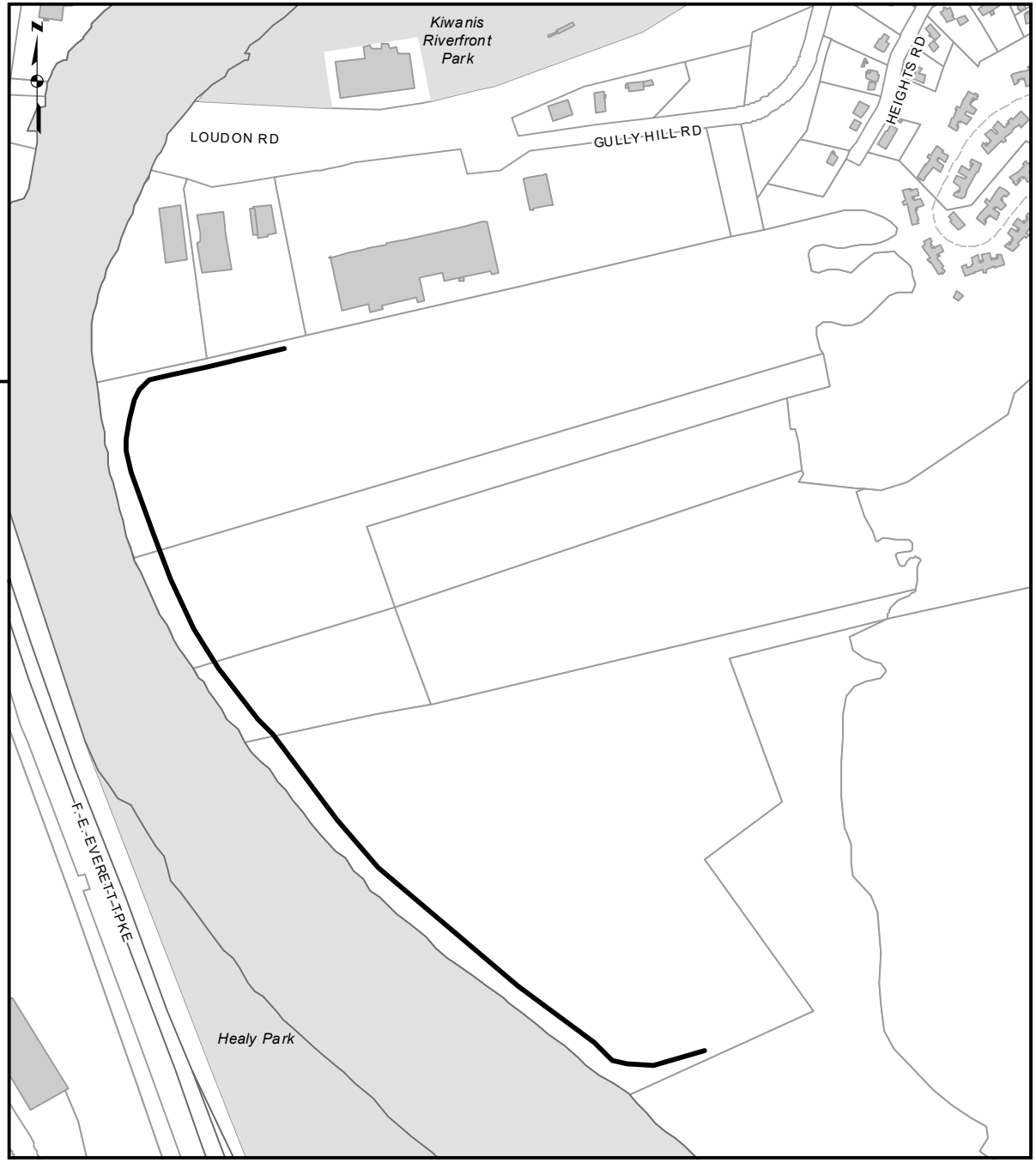
VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Donations	295,000	Phase 2 of Merrimack River Greenway Trail (Cornfields / Conservation Land Section). (Donations share)
	Other Federal	275,000	Phase 2 of Merrimack River Greenway Trail (Cornfields / Conservation Land Section). (Land & Water Conservation Fund Grant share)
	General G.O. Bonds	130,000	Phase 2 of Merrimack River Greenway Trail (Cornfields / Conservation Land Section). (City share)
		$700,000	2024 Subtotal
2025	General G.O. Bonds	180,000	Design and permitting of the boardwalk connecting Phase 1 (Terrill Park) and Phase 2 (Cornfields / Conservation Land Section) of the project.
		$180,000	2025 Subtotal
2027	General Donations	2,000,000	Construction of the boardwalk to connect the built trail at Terrill Park to portion of trail located at Cornfields / Conservation Land.

PROJECT: REC-GROUNDS #543-Merrimack River Greenway Trail Project

	General	G.O. Bonds	2,000,000	Construction of the boardwalk to connect the built trail at Terrill Park to portion of trail located at Cornfields / Conservation Land.
			$4,000,000	2027 Subtotal
2029	Other	State	8,800,000	Design and construction of Phases 4 - 8 of trail. State portion (80%)
	General	Donations	1,100,000	Design and construction of Phases 4 - 8 of trail. Donation portion (10%)
	General	G.O. Bonds	1,100,000	Design and construction of Phases 4 - 8 of the MRGT, located between Loudon Road to Contoocook River, to be funded with a mix of 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 phases) Design: $1,650,000 Construction: $8,250,000 Project Administration: $1,100,000
			$11,000,000	2029 Subtotal
	TOTAL		$15,880,000	





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FY 2024
CIP PROJECT #543

MERRIMACK RIVER GREENWAY TRAIL

2024-2033
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, renovation, 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	150,000	25,000	150,000	550,000	0	100,000	0	0	0	0	975,000
	Total	150,000	25,000	150,000	550,000	0	100,000	0	0	0	0	975,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	100,000	Upgrade HVAC controls. (Green Street)
	General G.O. Bonds	50,000	Interior finish upgrades. Stairway carpeting (Green Street)
		$150,000	2024 Subtotal

PROJECT: GS-PUBLIC PROPERTIES #551-Library Maintenance

2025	General	G.O. Bonds	25,000	Design northside patio.
			$25,000	2025 Subtotal
2026	General	G.O. Bonds	150,000	Construct northside patio.
			$150,000	2026 Subtotal
2027	General	G.O. Bonds	300,000	Window refurbishment/replacement. (Green Street)
	General	G.O. Bonds	250,000	Library Elevator Replacement. (Green Street)
			$550,000	2027 Subtotal
2029	General	G.O. Bonds	100,000	Refurbish HVAC system and controls. (Green Street)
			$100,000	2029 Subtotal
	TOTAL		$975,000	

2024-2033
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, service weapons are replaced after approximately 10 years of service.

SERVICE IMPACT: Older service weapons become susceptible to reliability concerns and require increased maintenance.

IMPACT IF NOT FUNDED: Reliability and safety could be compromised. Increased maintenance costs to maintain older service weapons.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Transfer	0	0	0	50,000	0	0	0	0	0	0	50,000
	Total	0	0	0	50,000	0	0	0	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	Replace handguns purchased in FY 2017.
		$50,000	2027 Subtotal
	TOTAL	$50,000	

2024-2033
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 FY 2018, 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 was completed in FY 2020.

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.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	0	0	500,000	0	0	0	0	0	500,000
	Total	0	0	0	0	500,000	0	0	0	0	0	500,000

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	

2024-2033
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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	20,000	0	20,000	0	20,000	0	20,000	0	80,000
	Total	0	0	20,000	0	20,000	0	20,000	0	20,000	0	80,000

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		$20,000	2026 Subtotal
2028	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		$20,000	2028 Subtotal
2030	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		$20,000	2030 Subtotal
2032	General G.O. Bonds	20,000	Replacement of fire alarm infrastructure. (City wide)
		$20,000	2032 Subtotal
	TOTAL	$80,000	

2024-2033
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 10-15 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: Inadequate 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): 15

Expected Bond Term (in Years) 15

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	50,000	250,000	0	0	0	0	0	0	0	300,000
	Total	0	50,000	250,000	0	0	0	0	0	0	0	300,000

PROJECT: CD-COMMUNITY PLANNING #563-Master Plan Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	50,000	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.
		$50,000	2025 Subtotal
2026	General G.O. Bonds	250,000	Comprehensive update of the "2030" Master Plan, which was adopted in 2008.
		$250,000	2026 Subtotal
	TOTAL	$300,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CITY MANAGER /OPERATION #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 Canal Street, which was formerly part of the Allied Leather Tannery Complex.

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 1980s. Projects included within this CIP for the Tanner Street Park includes potential acquisition of abutting 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 to be constructed on a 2+/- acre portion of the former Allied Leather Tannery site located at 11 Canal Street, Penacook. First conceived in the 1986 "Penacook Sense of Place" Master Plan, the concept of the Canal Street Riverfront Park was subsequently reaffirmed in the 2004 Penacook Mill / Allied Leather Tannery Visioning Charrette and 2015 Penacook Village Master Plan. Proposed improvements will be based on preliminary conceptual designs prepared by Hoyle Tanner in 2012, as well as CMA Engineers / Ironwood Landscape Architects in 2015. Subject to public input and final design, the project includes reconstruction of the Canal Street Municipal Parking Lot, as well as streetscape improvements along Canal Street, to be coordinated with repaving of Canal Street in FY2023 (See CIP #78), to facilitate improved neighborhood connectivity to the Park.

In FY2022, $110,000 of Recreational Impact Fees was appropriated for design and permitting activities. A design team was engaged in March 2022. As part of the FY2023 Budget, the sum of $1,747,729 was appropriated for construction. The Construction Manager was engaged in November 2023. Project is fully designed and permitting will be completed in spring / summer 2023. Construction is anticipated in fall 2023 / spring 2024.

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.

PROJECT: CITY MANAGER /OPERATION #567-Penacook Riverfront Parks

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:

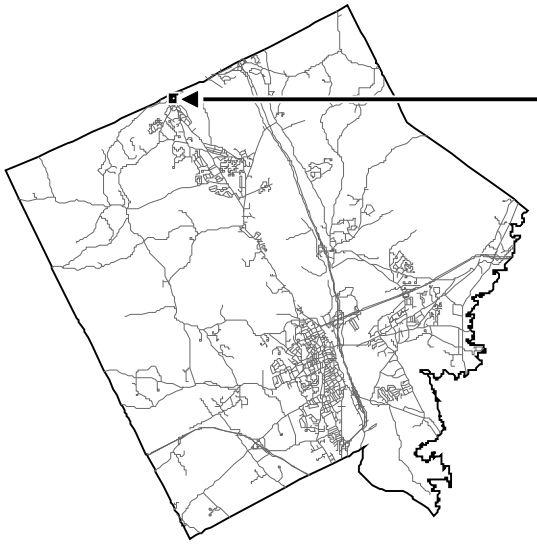
V. PROJECT USEFUL LIFE (In Years): 20 Expected Bond Term (in Years) 20

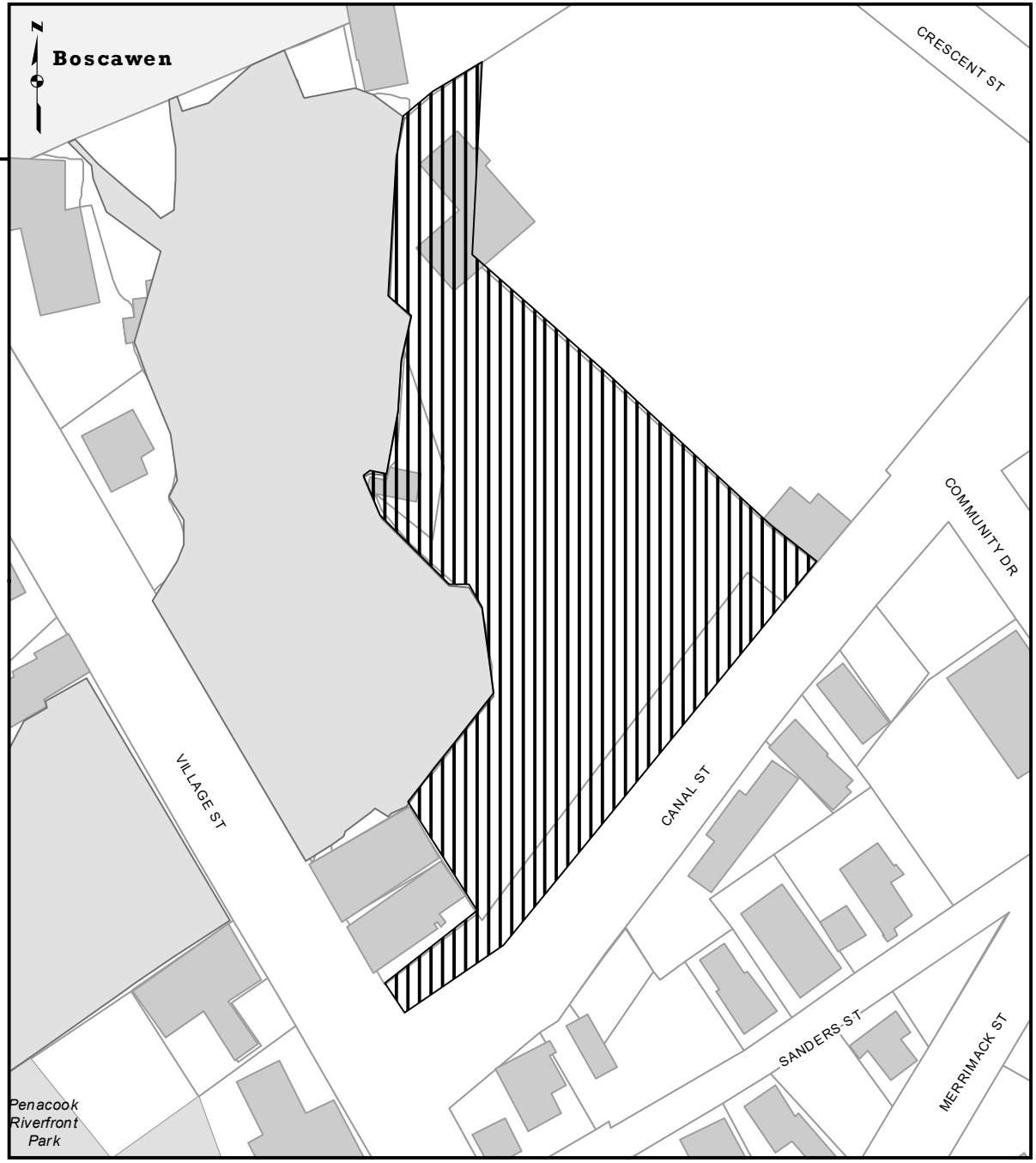
VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	100,000	0	100,000
General	Impact Fees Rec Dist 1	12,071	0	0	0	0	0	0	0	0	0	12,071
Other	Federal	500,000	0	0	0	0	0	0	0	0	0	500,000
Other	Tax Increment Financing	1,500,000	0	0	0	0	0	0	0	0	0	1,500,000
	Total	2,012,071	0	0	0	0	0	0	0	100,000	0	2,112,071

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Other Tax Increment Financing	1,500,000	Construction of Riverfront Park. Supplemental funds for construction per final design and cost estimate from Construction Manager.
	Other Federal	500,000	Construction of Riverfront Park. Supplemental funds for construction per final design and cost estimate from Construction Manager. Acceptance and appropriation of Land & Water Conservation Fund grant. Grant dollars were previously asterisked in FY2023 Budget.
	General Impact Fees Rec Dist 1	12,071	Supplemental funds per final design and cost estimate from Construction Manager.
		$2,012,071	2024 Subtotal
2032	General G.O. Bonds	100,000	Tanner Street Riverfront Park: Acquisition of abutting private property, including due diligence and legal costs, as well as installation of improvements.
		$100,000	2032 Subtotal
	TOTAL	$2,112,071	





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Not to Scale

FY 2024
CIP PROJECT #567

PENACOOK RIVERFRONT PARKS

2024-2033
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 parks, 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. Thereby resulting in leagues/resident/cemetery users dissatisfaction.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	100,000	95,000	80,000	105,000	0	80,000	45,000	40,000	0	0	545,000
	Total	100,000	95,000	80,000	105,000	0	80,000	45,000	40,000	0	0	545,000

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	45,000	Replace our 2008 out-front mower (parks).
	General G.O. Bonds	40,000	Replace our John Deere 2008 Out-front mower (parks).
	General G.O. Bonds	15,000	Replace our 2006 Toro infield pro ball diamond machine with attachments (parks).
		$100,000	2024 Subtotal
2025	General G.O. Bonds	50,000	Replace our 2009 John Deere utility tractor with attachments (cemetery).
	General G.O. Bonds	45,000	Replace 2015 John Deere out front mower (cemetery).
		$95,000	2025 Subtotal
2026	General G.O. Bonds	50,000	Replace 1989 John Deere tractor with bucket/attachments. (parks).
	General G.O. Bonds	30,000	Replace 2013 Toro mower (parks).
		$80,000	2026 Subtotal
2027	General G.O. Bonds	35,000	Replace 2005 John Deere mid mount mover (parks).
	General G.O. Bonds	35,000	Replace 2019 out front rotary mower (cemetery).
	General G.O. Bonds	35,000	Replace 2017 zero turn mower (parks).
		$105,000	2027 Subtotal
2029	General G.O. Bonds	50,000	Replace small loader/backhoe.
	General G.O. Bonds	30,000	Replace deep tine aerator (parks).
		$80,000	2029 Subtotal
2030	General G.O. Bonds	45,000	Replace Cemeteries sweeper.
		$45,000	2030 Subtotal
2031	General G.O. Bonds	40,000	Replace 2015 John Deere 2025R 4 wheel drive tractor with bucket and attachments.

PROJECT:	REC-GROUNDS	#569-Parks and Cemeteries Small Turf Equipment		
			$40,000	2031 Subtotal
TOTAL			$545,000	

PROJECT: CD-ENGINEERING SERVICES #570-Pleasant/Warren/Fruit Intersection Roundabout

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.

The removal of Langley Parkway Phase III from the Capital Improvement Program in FY2023 has elevated the need for improvements at this 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	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-ENGINEERING SERVICES #570-Pleasant/Warren/Fruit Intersection Roundabout

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	400,000	Design of a Roundabout.
		$400,000	2027 Subtotal
2028	General G.O. Bonds	4,000,000	Construction of a Roundabout.
		$4,000,000	2028 Subtotal
	TOTAL	$4,400,000	

2024-2033
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: The purpose of this project is to study, design, and implement drainage improvements to prevent flooding at the intersection of I-393 / North Main Street / Boutin Street intersection. Said flooding has resulted in property damage and traffic hazards.

In 2016, a drainage study was completed for the subject watershed. The initial phase of the project was designed and constructed during FY 2018-2020, and included drainage improvements located in said roadways, as well as at the Kimball Jenkins School of Art.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	100,000	0	0	0	0	0	0	0	100,000
	Total	0	0	100,000	0	0	0	0	0	0	0	100,000

PROJECT: CD-ENGINEERING SERVICES #571-I-393/Horseshoe Pond Drainage Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	100,000	Phase 3 - Design of final improvements to connect drainage systems near the Kimball Jenkins School of Art to future Storrs Street North Extension to be constructed between Storrs Street and Constitution Avenue as further described in CIP #18. Subject to acquisition of portions of Pan Am Northern Rail Line Corridor between Horseshoe Pond Lane and Storrs Street.
		$100,000	2026 Subtotal
	TOTAL	$100,000	

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 to stay current with current trends in the aviation industry, as well as plan future capital investments to keep the facility viable within the New England general aviation market.

SERVICE IMPACT: An updated Master Plan will ensure the City stays current with evolving trends and regulatory requirements in the general aviation industry, as well as provide a foundation for future capital improvements at the facility. An updated Master Plan is required for the City to remain eligible for State and Federal funds to support capital improvements at the airport.

IMPACT IF NOT FUNDED: Lack of routine planning may result in missed opportunities, uncoordinated capital improvements, and loss of State and Federal funding.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Other	State	0	12,500	0	0	0	0	0	0	0	0	12,500
Airport	Capital Transfer	0	12,500	0	0	0	0	0	0	0	0	12,500
Other	Federal	0	225,000	0	0	0	0	0	0	0	0	225,000
	Total	0	250,000	0	0	0	0	0	0	0	0	250,000

PROJECT: CD-ENGINEERING SERVICES #572-Airport Master Plan

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Other Federal	225,000	Airport Master Plan Update to include an obstacle action plan. Federal share.
	Other State	12,500	State share.
	Airport Capital Transfer	12,500	City share.
		$250,000	2025 Subtotal
	TOTAL	$250,000	

2024-2033
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. 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: Protects the health and safety of personnel.

IMPACT IF NOT FUNDED: The City's ability to effectively and efficiently respond to fire calls will be negatively impacted, and costs of to maintain and repair aging gear will increase. Safety of department personnel could also be compromised.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Transfer	35,000	35,000	40,000	40,000	45,000	45,000	50,000	50,000	55,000	55,000	450,000
General	G.O. Bonds	0	775,000	30,000	0	0	0	0	0	0	0	805,000
	Total	35,000	810,000	70,000	40,000	45,000	45,000	50,000	50,000	55,000	55,000	1,255,000

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2024	General	Capital Transfer	35,000	Systematic replacement of firefighting protective clothing.
			$35,000	2024 Subtotal
2025	General	G.O. Bonds	775,000	Replacement of breathing apparatus purchased in FY 2015.
	General	Capital Transfer	35,000	Systematic replacement of firefighting protective clothing.
			$810,000	2025 Subtotal
2026	General	Capital Transfer	40,000	Systematic replacement of firefighting protective clothing.
	General	G.O. Bonds	30,000	Replacement of active shooter personal protective equipment.
			$70,000	2026 Subtotal
2027	General	Capital Transfer	40,000	Systematic replacement of firefighting protective clothing.
			$40,000	2027 Subtotal
2028	General	Capital Transfer	45,000	Systematic replacement of firefighting protective clothing.
			$45,000	2028 Subtotal
2029	General	Capital Transfer	45,000	Systematic replacement of firefighting protective clothing.
			$45,000	2029 Subtotal
2030	General	Capital Transfer	50,000	Systematic replacement of firefighting protective clothing.
			$50,000	2030 Subtotal
2031	General	Capital Transfer	50,000	Systematic replacement of firefighting protective clothing.
			$50,000	2031 Subtotal

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

2032	General	Capital Transfer	55,000	Systematic replacement of firefighting protective clothing.
			$55,000	2032 Subtotal
2033	General	Capital Transfer	55,000	Systematic replacement of firefighting protective clothing.
			$55,000	2033 Subtotal
	TOTAL		$1,255,000	

2024-2033
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: This project provides for the routine replacement of Police Department vehicles, excluding Parking Division vehicles, which are addressed in CIP 403.

As of January 2023, the City had a total of 32 cruisers, command SUVs, and unmarked vehicles.

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.

SERVICE IMPACT: 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: Without routine replacement, the Department will be required to operate with older vehicles which are more susceptible to mechanical failures. Chronic mechanical failures could hinder the Department's operations, as well as result in increased maintenance costs.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Equip Replace Reserve	200,000	0	0	0	0	0	0	0	0	0	200,000
General	Capital Transfer	80,000	240,000	250,000	250,000	260,000	260,000	270,000	270,000	280,000	0	2,160,000
	Total	280,000	240,000	250,000	250,000	260,000	260,000	270,000	270,000	280,000	0	2,360,000

PROJECT: POLICE - OPERATIONS #575-Police Vehicle & Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2024	General	Equip Replace Reserve	200,000	Replace 4 police vehicles, including a larger SUV for the Patrol Sergeant's vehicle replacement to accommodate additional gear they carry.
	General	Capital Transfer	80,000	Replace 4 police vehicles, including a larger SUV for the Patrol Sergeant's vehicle replacement to accommodate additional gear they carry.
			$280,000	2024 Subtotal
2025	General	Capital Transfer	240,000	Replace 4 vehicles.
			$240,000	2025 Subtotal
2026	General	Capital Transfer	250,000	Replace 4 vehicles.
			$250,000	2026 Subtotal
2027	General	Capital Transfer	250,000	Replace 4 vehicles.
			$250,000	2027 Subtotal
2028	General	Capital Transfer	260,000	Replace 4 vehicles.
			$260,000	2028 Subtotal
2029	General	Capital Transfer	260,000	Replace 4 vehicles.
			$260,000	2029 Subtotal
2030	General	Capital Transfer	270,000	Replace 4 vehicles.
			$270,000	2030 Subtotal
2031	General	Capital Transfer	270,000	Replace 4 vehicles.
			$270,000	2031 Subtotal

PROJECT:		POLICE - OPERATIONS	#575-Police Vehicle & Equipment Replacement	
2032	General	Capital Transfer	280,000	Replace 4 Vehicles.
			$280,000	2032 Subtotal
	TOTAL		$2,360,000	

2024-2033
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: This project provides for the routine repair and refurbishment of Bicentennial Square and Eagle Square.

SERVICE IMPACT: Routine maintenance and refurbishment will minimize unanticipated costly emergency repairs, extend the useful life of these assets, foster community pride, as well as preserve and promote usership of these assets thereby deterring inappropriate activities.

IMPACT IF NOT FUNDED: Lack of maintenance will result in more expensive repairs and may, in the extreme, necessitate the premature full replacement of these. 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	0	0	250,000	1,700,000	0	0	0	0	1,950,000
	Total	0	0	0	0	250,000	1,700,000	0	0	0	0	1,950,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	250,000	Bicentennial Square: Design and permit comprehensive renovation project for the square. Subject to public participation and final design, project shall include new pavers, lighting improvements, landscaping improvements, updated signage, as well as improvements to the fountain.

PROJECT:		GS-PUBLIC PROPERTIES	#579-Downtown Squares	
			$250,000	2028 Subtotal
2029	General	G.O. Bonds	1,700,000	Bicentennial Square: Construct comprehensive renovation project.
			$1,700,000	2029 Subtotal
	TOTAL		$1,950,000	

2024-2033
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: This project provides for the development of a new fire station to be located in East Concord subject to the completion of a needs assessment and location study which was funded in CIP #252 in FY 2021, as well as completed and presented to the City Council in FY 2022.

SERVICE IMPACT: A new facility would provide for improved fire service for the easterly portions of the City, as well as respond to current and future growth in these areas of the community.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	0	0	6,000,000	0	0	0	0	0	6,000,000
	Total	0	0	0	0	6,000,000	0	0	0	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	Design, construct, and furnish a new fire station in East Concord. New building and furnishings only.
		$6,000,000	2028 Subtotal
	TOTAL	$6,000,000	

2024-2033
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: This project provides for the routine maintenance and repair of the City's 13 municipal cemeteries.

SERVICE IMPACT: Routine investment in cemetery infrastructure preserves and improve facilities, corrects potential liabilities, and maintains community pride in these facilities. Well maintained facilities also encourages the public to purchase burial plots.

IMPACT IF NOT FUNDED: Lack of routine maintenance may result in potential liabilities, as well as decreased community satisfaction and civic pride.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	450,000	100,000	80,000	250,000	100,000	100,000	270,000	100,000	250,000	2,300,000	4,000,000
Other	Trust	66,000	0	0	0	0	0	0	0	0	0	66,000
	Total	516,000	100,000	80,000	250,000	100,000	100,000	270,000	100,000	250,000	2,300,000	4,066,000

PROJECT: REC-GROUNDS #587-Cemetery Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	350,000	Blossom Hill Cemetery: Repair / rebuild large granite retaining which failed in 2016.
	General G.O. Bonds	100,000	Blossom Hill Cemetery: Repair / replace small retaining wall.
	Other Trust	40,000	Pine Grove Cemetery: Repoint and repairs walls. To be funded by Pecker Trust.
	Other Trust	26,000	Engrave and install approximately 200 markers on unmarked graves. To be funded by Single Grave Annex Trust.
		$516,000	2024 Subtotal
2025	General G.O. Bonds	100,000	Blossom Hill Cemetery: Roadway and pavement improvements.
		$100,000	2025 Subtotal
2026	General G.O. Bonds	80,000	Records Improvements: Purchase computerized document management system to digitize, store, and manage all cemetery records. New system includes online searchable database and plot plans for all cemeteries.
		$80,000	2026 Subtotal
2027	General G.O. Bonds	150,000	Pine Grove Cemetery: Clear and grade 1.5 acres of property for future expansion.
	General G.O. Bonds	100,000	Blossom Hill Cemetery: Pave access roads.
		$250,000	2027 Subtotal
2028	General G.O. Bonds	100,000	Blossom Hill Cemetery: Pave access roads.
		$100,000	2028 Subtotal
2029	General G.O. Bonds	100,000	Blossom Hill Cemetery: Pave access roads.
		$100,000	2029 Subtotal
2030	General G.O. Bonds	200,000	Maple Grove Cemetery: Clear and grade 2+/- acres of property for future expansion. Install 600 ft of fencing along road.

PROJECT: REC-GROUNDS #587-Cemetery Improvements

	General	G.O. Bonds	70,000	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.
			$270,000	2030 Subtotal
2031	General	G.O. Bonds	100,000	Blossom Hill Cemetery: Pave access roads.
			$100,000	2031 Subtotal
2032	General	G.O. Bonds	250,000	Records Improvements: Design, construct, and furnish a fireproof storage room for historic cemetery records.
			$250,000	2032 Subtotal
2033	General	G.O. Bonds	2,000,000	Blossom Hill Cemetery: Placeholder for potential building improvements pending completion of FY2023 facility needs assessment.
	General	G.O. Bonds	300,000	Blossom Hill Cemetery: Pond improvements including dredging, repair of shoreline retaining walls, repairs to dam, drainage repairs and installation of guardrails.
			$2,300,000	2033 Subtotal
	TOTAL		$4,066,000	

2024-2033
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 a 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) 20

PROJECT: CD-ENGINEERING SERVICES #588-Loudon Road Bridge Improvement Project

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Water	G.O. Bonds	0	300,000	0	0	0	0	0	0	0	0	300,000
Other	Federal	0	18,327,834	0	0	0	0	0	0	0	0	18,327,834
Other	Trust	0	1,959,113	0	0	0	0	0	0	0	0	1,959,113
General	G.O. Bonds	0	2,622,845	0	0	0	0	0	0	0	0	2,622,845
	Total	0	23,209,792	0	0	0	0	0	0	0	0	23,209,792

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Other Federal	18,327,834	Construct bridge repairs and improvements. Project includes widened deck to accommodate multi-use path and shoulders. $22,909,793 estimated construction phase costs. Federal share (80%).
	General G.O. Bonds	2,622,845	Construct bridge repairs and improvements. Project includes widened deck to accommodate multi-use path and shoulders. $22.909.793 estimated construction phase costs. City's share (20%) minus Bridge Reserve Funds.
	Other Trust	1,959,113	Construct bridge repairs and improvements. Project includes widened deck to accommodate multi-use path and shoulders. $22,909,93 estimated construction phase costs. Bridge Reserve Funds.
	Water G.O. Bonds	300,000	Construction of water improvements on Loudon Road in coordination with the bridge rehabilitation project. City's share (100%).
		$23,209,792	2025 Subtotal
	TOTAL	$23,209,792	

2024-2033
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 (Main to North State), Capitol Street (Main to North State), School Street (Main to North State), Warren Street (Main to North State), Depot Street (Main to Storrs), Hills Avenue (Main to Storrs), Fayette Street (Main to South State), Thompson Street (Main to South State), Concord Street (Main to South State), and Theatre Street (Main to Storrs).

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): 30 Expected Bond Term (in Years) 20

PROJECT: CD-ENGINEERING SERVICES #589-Downtown Corridor Streetscape Improvement Project

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	0	0	620,000	850,000	1,060,000	450,000	360,000	200,000	3,540,000
	Total	0	0	0	0	620,000	850,000	1,060,000	450,000	360,000	200,000	3,540,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	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	2028 Subtotal
2029	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	2029 Subtotal
2030	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.
	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.
		$1,060,000	2030 Subtotal
2031	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	2031 Subtotal

PROJECT: CD-ENGINEERING SERVICES #589-Downtown Corridor Streetscape Improvement Project

2032	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	2032 Subtotal
2033	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	2033 Subtotal
	TOTAL		$3,540,000	

2024-2033
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): 30 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	0	0	0	750,000	0	0	0	0	750,000
	Total	0	0	0	0	0	750,000	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
2029	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, as well as those that will likely be affected by the State's proposed Legislative Parking Garage at the NH Department of Justice site. The final design will incorporate the sidewalk and streetscape design details from the Main Street improvements including way finding signage.
		$750,000	2029 Subtotal
	TOTAL	$750,000	

2024-2033
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: This project provides for the implementation of bird mitigation measures to deter nesting and roosting so as to protect streets and sidewalks in select locations in the Downtown Central Business District.

Specifically, pigeon roosting negatively impacts sidewalk areas beneath the Storrs Street Legislative Parking Garage, the I-93 bridge on Manchester Street, the Loudon Road bridge over Storrs Street, as well as the I-93 bridge on Loudon Road.

Pigeon guano fouls sidewalks and bus stops, causing a threat to community health and safety.

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. Fosters expanded 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): 15

Expected Bond Term (in Years) 15

PROJECT: GS-PUBLIC PROPERTIES #591-Sidewalk Cleanliness

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	90,000	0	0	0	90,000
General	Donations	0	0	0	0	0	0	30,000	0	0	0	30,000
	Total	0	0	0	0	0	0	120,000	0	0	0	120,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	General G.O. Bonds	30,000	I-93 bridge over Loudon Road. Design and install bird mitigation measures to deter roosting and nesting activities.
	General G.O. Bonds	30,000	I-93 bridge over Manchester Street: Design and install bird mitigation measures to deter roosting and nesting activities.
	General G.O. Bonds	30,000	Loudon Road Bridge above Storrs Street. Design and install bird mitigation measures to deter roosting and nesting activities.
	General Donations	30,000	Legislative Parking Garage over Storrs Street. Design and install bird mitigation measures to deter roosting and nesting activities. Subject to new Legislative Parking Garage at Capitol Street location and potential demolition of this structure.
		$120,000	2030 Subtotal
	TOTAL	$120,000	

2024-2033
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 and lacks sufficient area for expansion to accommodate additional vehicles, or larger apparatus, as might be needed in the future.

SERVICE IMPACT: Provides sufficient facility to support current and future service needs of the community.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	0	14,000,000	0	0	0	0	0	0	14,000,000
	Total	0	0	0	14,000,000	0	0	0	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	Design, permit, construct, and furnish a new Central Fire Station per recommendations of the January 2022 ESCI needs assessment / location study. New building and furnishings only.
		$14,000,000	2027 Subtotal
	TOTAL	$14,000,000	

2024-2033
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: This 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.

Parking meters were first installed in the City in 1947.

As of 2022, the City had approximately 86 kiosk pay stations, 454 smart meters and 184 mechanical meters managing 1,658 metered parking spaces located on-street, as well as in municipally owned parking garages and surface lots.

Kiosk pay stations were first installed in 2010, and later expanded as part of the Main Street "Complete Street Project" in 2015 - 2017. Smart meters were initially installed in 2020.

Kiosks and smart meters are capable of accepting credit card payments. Kiosks are also capable of accepting payments from City parking cards ("P-Cards").

Sale of the former NH Employment Security property for redevelopment will necessitate closure of the Fayette Street Interim Parking Lot. Upon closure, the kiosk pay station will be relocated to the Hills Avenue Lot, thereby allowing the City to replace 19 mechanical meters.

SERVICE IMPACT: Routine repair and replacement of parking meters is critical in order to ensure 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 parking activities new activity centers, as well as generate additional revenues to keep the system financially solvent.

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:

PROJECT: POLICE - OPERATIONS #595-Parking Meters

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

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Parking	G.O. Bonds	0	0	0	0	800,000	1,550,000	0	0	0	0	2,350,000
	Total	0	0	0	0	800,000	1,550,000	0	0	0	0	2,350,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Parking G.O. Bonds	800,000	Replace 480 single space smart meters put into service in FY2020.
		$800,000	2028 Subtotal
2029	Parking G.O. Bonds	1,550,000	Replace 86 kiosk units.
		$1,550,000	2029 Subtotal
	TOTAL	$2,350,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CITY MANAGER /OPERATION #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 nine (9) municipal parking lots. Combined, these lots feature approximately 210 parking spaces. This figure excludes the interim Fayette Street Parking Lot at the former NH Employment Security Property which features 70+/- spaces and is scheduled to be sold for redevelopment in FY2022.

Facilities include:
City Hall / Auditorium Lot: 44 Spaces
Police Department Lot: 45 Spaces
Library / 10 Prince Street Lot: 26 Spaces
Storrs Street Lot (Beneath Loudon Road): 25 Spaces
Hills Avenue Lot: 19 Spaces
Canal Street Lot: 28 Spaces
Boudreau Square: 8 Spaces
Poulin Gazebo: 7 Spaces
McKee Square: 8 Spaces

SERVICE IMPACT: Routine maintenance 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. Deteriorated facilities may result in decreased utilization by the public and loss of revenue. Deteriorated facilities may also create potential liabilities for the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

PROJECT: CITY MANAGER /OPERATION #596-Surface Lots

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Parking	G.O. Bonds	45,000	450,000	0	0	0	745,000	0	870,000	0	0	2,110,000
	Total	45,000	450,000	0	0	0	745,000	0	870,000	0	0	2,110,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Parking G.O. Bonds	45,000	City Hall / Auditorium Lot: Design reconstruction. Presumes full depth reconstruction with stormwater upgrades, as well as landscaping and lighting improvements.
		$45,000	2024 Subtotal
2025	Parking G.O. Bonds	450,000	City Hall / Auditorium Parking Lot: Construction. Presumes full depth reconstruction with stormwater upgrades, as well as landscaping and lighting improvements.
		$450,000	2025 Subtotal
2029	Parking G.O. Bonds	745,000	Police Department Parking Lot: Design and reconstruction. Presumes full depth reconstruction with stormwater upgrades, as well as landscaping and lighting improvements.
		$745,000	2029 Subtotal
2031	Parking G.O. Bonds	485,000	Library Parking Lot: Design and construction. Presumes full depth reconstruction with stormwater upgrades, as well as landscaping and lighting improvements.
	Parking G.O. Bonds	235,000	Storrs Street Parking Lot (beneath Loudon Road overpass): Cold plane and overlay existing pavement.
	Parking G.O. Bonds	150,000	McKee Square Parking Lot (Clinton Street): Design and reconstruction.
		$870,000	2031 Subtotal
	TOTAL	$2,110,000	

2024-2033
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 parked on City streets during winter parking emergencies.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Parking	Capital Transfer	0	0	0	0	0	5,000	5,000	5,000	5,000	5,000	25,000
Parking	G.O. Bonds	0	0	0	0	250,000	0	0	0	0	0	250,000
	Total	0	0	0	0	250,000	5,000	5,000	5,000	5,000	5,000	275,000

PROJECT: POLICE - OPERATIONS #597-Parking Beacons

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2028	Parking	G.O. Bonds	250,000	Purchase and install no parking strobe beacons and related signage for 24 intersections city-wide.
			$250,000	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
2031	Parking	Capital Transfer	5,000	Parking beacon maintenance.
			$5,000	2031 Subtotal
2032	Parking	Capital Transfer	5,000	Parking beacon maintenance.
			$5,000	2032 Subtotal
2033	Parking	Capital Transfer	5,000	Parking beacon maintenance.
			$5,000	2033 Subtotal
	TOTAL		$275,000	

2024-2033
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		Long-Range Planning
	☐ 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 while simultaneously streamlining and simplifying the development permitting process.

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: Implementation of a Form Based Code 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 which may 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)

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	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
2027	General Capital Transfer	60,000	Potential expansion of Form Based Code Zoning Regulations pending the outcome of Form Based Code amendments undertaken during FY2018-FY2023+ and future City Master Plan.
		$60,000	2027 Subtotal
	TOTAL	$60,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-COMMUNITY PLANNING #600-Impact Fee Ordinance 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	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: This project provides for routine updates and amendments to the City's Impact Fee Ordinance, including financial studies, data, and calculations used to establish said fees.

The City's Impact Fee Ordinance was adopted in 2001. Fees have been periodically adjusted for inflation. However, demographic, traffic, and construction cost data used to complete the financial calculations which establish these fees should be periodically reviewed and updated as appropriate.

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 necessitated 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	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: 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	

2024-2033
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: This project provides for periodic review and updating of the City's Design Review Guidelines.

Design Review is required by the Planning Board for all major site plan applications.

The existing Design Review 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 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 updated Design Guidelines may not be clear until the Form Based Code zoning update and future Master Plan update are complete.

SERVICE IMPACT: Revised Design Guidelines will better articulate the City's goals, expectations, and requirements for development projects; particularly with respect to site layout and architectural requirements for buildings and structures. Updated Guidelines will help streamline the development permitting process and provide improved transparency and direction for all stakeholders involved in the development permitting process (i.e. applicants, project abutters, members of Boards and Commissions, and the public at large).

IMPACT IF NOT FUNDED: Lack of updated regulations may result in more subjective, and potentially inconsistent, review of development applications, as well as missed opportunities to ensure that projects are consistent with the City's goals and expectations for new development.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

PROJECT: CD-COMMUNITY PLANNING #601-Design Guidelines Update

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Transfer	0	50,000	0	0	0	0	0	0	0	0	50,000
	Total	0	50,000	0	0	0	0	0	0	0	0	50,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Capital Transfer	50,000	Update the City's Design Guidelines.
		$50,000	2025 Subtotal
	TOTAL	$50,000	

2024-2033
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.	H	City Master Pl.
☐	Rebuild	N/A	O + M Costs	L	Council Goals	M	Timeliness	Other	

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

DESCRIPTION: The purpose of this project is to replace the existing 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).

New Hampshire Department of Transportation notified the City in March 2023 that this bridge is rated as number 34 out of 65 as the top red listed bridges to be replaced in the state. Minor repairs to the bridge were completed in 2021 with a life span of 3-5 years.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	65,000	0	600,000	0	0	0	0	0	0	665,000
Other	State	0	260,000	0	2,400,000	0	0	0	0	0	0	2,660,000
	Total	0	325,000	0	3,000,000	0	0	0	0	0	0	3,325,000

PROJECT: CD-ENGINEERING SERVICES #602-Iron Works Road Bridge Replacement Project

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Other State	260,000	Design, permitting and bidding of new bridge. State share (80%) of total project cost.
	General G.O. Bonds	65,000	Design, permitting and bidding of new bridge. City share (20%) of total project cost.
		$325,000	2025 Subtotal
2027	Other State	2,400,000	Construction of new bridge. State share (80%) of total project cost.
	General G.O. Bonds	600,000	Construction of new bridge. City share (20%) of total project cost.
		$3,000,000	2027 Subtotal
	TOTAL	$3,325,000	

2024-2033
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: This project provides for the replacement of an existing retaining wall that has deteriorated beyond the point of repair. The wall, which is located along Eastman Street in front of City Assessing parcels 81-1-2 and 81-1-10, supports a major utility junction pole.

SERVICE IMPACT: Repair or replacement of the wall would protect adjacent property, as well as public safety.

IMPACT IF NOT FUNDED: Failure of wall could result in collapse of the adjacent utility pole, utility service outages, damage to public infrastructure and adjacent 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): 50

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	0	0	0	190,000	0	0	0	0	0	190,000
	Total	0	0	0	0	190,000	0	0	0	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	

2024-2033
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 municipal facilities. The components of the system are varied in age, condition and functionality. This will be coordinated and funded in conjunction with the Concord Union 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, security cameras 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Transfer	0	0	25,000	500,000	0	0	0	0	0	0	525,000
	Total	0	0	25,000	500,000	0	0	0	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	Municipal fiber optic system needs assessment. 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. Potential cost share with Concord Union School District to be determined once needs assessment is completed.
		$500,000	2027 Subtotal
	TOTAL	$525,000	

2024-2033
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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Donations	100,000*	0	0	0	0	0	0	0	0	0	100,000
	Total	100,000	0	0	0	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	Purchase unmanned aerial system.
		$100,000	2024 Subtotal
	TOTAL	$100,000	

2024-2033
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 as well as the offsite CPD Firing Range. The Police Department parking lot 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.

The fencing at the CPD Firing Range protects City assets by controlling access into the firing range

SERVICE IMPACT: This project does not affect police department services to the public; however, it 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 remain unchanged.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years) 15

PROJECT: POLICE - OPERATIONS #620-Police Department Security Fencing

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Transfer	0	20,000	0	0	0	0	0	0	0	0	20,000
General	G.O. Bonds	0	0	0	30,000	0	0	0	0	0	0	30,000
	Total	0	20,000	0	30,000	0	0	0	0	0	0	50,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Capital Transfer	20,000	The purpose of this project is to repair and upgrade security fencing at the Concord Police Firing Range. Fallen trees have damaged the fencing in many areas. The gate into the range is in need of maintenance and new signage needs to be clearly posted on the property.
		$20,000	2025 Subtotal
2027	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	2027 Subtotal
	TOTAL	$50,000	

2024-2033
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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Transfer	0	40,000	0	0	0	0	0	0	0	0	40,000
	Total	0	40,000	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
2025	General Capital Transfer	40,000	This project would provide maintenance renovations to the Police Department's booking area. This is a high use area of the Police Department and is need of updating. Work areas are in need of replacement to improve efficiency.
		$40,000	2025 Subtotal
	TOTAL	$40,000	

2024-2033
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: The City risks making uninformed policy decisions which may unintended adverse consequences for the parking system.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2014 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Parking	G.O. Bonds	0	0	0	0	0	0	0	0	305,000	0	305,000
	Total	0	0	0	0	0	0	0	0	305,000	0	305,000

PROJECT: CITY MANAGER /OPERATION #627-Parking Strategic Plan

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2032	Parking G.O. Bonds	305,000	Update the 2017 Parking Strategic Plan.
		$305,000	2032 Subtotal
	TOTAL	$305,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #629-Police Body Worn Cameras and In-Car Video

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: This capital project would implement a body-worn camera and in-car video program for the Police Department. These systems would provide increased transparency and accountability as recommended for police at both the Federal and State level. These systems would potentially provide additional evidence for criminal cases as well as internal investigations.

SERVICE IMPACT: This project fosters transparency and accountability, as well as provides potential evidence for criminal investigations and internal investigations.

IMPACT IF NOT FUNDED: Police services would continue to be provided without using a significant technology tool available to benefit both the Department and the public.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Other	Federal	0	470,000	80,000	80,000	80,000	80,000	0	0	0	0	790,000
	Total	0	470,000	80,000	80,000	80,000	80,000	0	0	0	0	790,000

PROJECT: POLICE - OPERATIONS #629-Police Body Worn Cameras and In-Car Video

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Other Federal	470,000	Year 1 implementation of Body Worn Cameras and In-Car Video. ($325,000) Cruiser light bar upgrade necessary due to limited outputs in current light bars. ($48,000) Duty uniform upgrades necessary to use Body Worn Cameras (2 Shirts, winter jacket, rain jacket, spring/fall jacket) ($72,000) Electrical Upgrades within the Department for proper charging of cameras and sensors. ($25,000)
		$470,000	2025 Subtotal
2026	Other Federal	80,000	Year 2 of 5 year Body Worn Camera and In-Car Video System agreement. Includes technical support as well as data storage.
		$80,000	2026 Subtotal
2027	Other Federal	80,000	Year 3 of 5 year Body Worn Camera and In-Car Video System agreement. Includes technical support as well as data storage.
		$80,000	2027 Subtotal
2028	Other Federal	80,000	Year 4 of 5 year Body Worn Camera and In-Car Video System agreement. Includes technical support as well as data storage.
		$80,000	2028 Subtotal
2029	Other Federal	80,000	Year 5 of 5 year Body Worn Camera and In-Car Video System agreement. Includes technical support as well as data storage.
		$80,000	2029 Subtotal
	TOTAL	$790,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #630-Police Computer Crimes Hardware and Equipment

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

☑ New	N/A	Safety	N/A	Facility Cond.	M	Productivity			
☐ Replace	N/A	Mandates	L	Service Def.	N/A	Tax Base Exp.	N/A	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: The purpose of this project is to systematically replace and upgrade Computer Crimes Unit (CCU) equipment. The CCU plays a critical role in most criminal investigations. Evidence obtained through the forensic examination of digital devices including smart phones, tablets, laptops and other computers plays a key role in the prosecution of many crimes including, but not limited to: child predators, violent offenders, illegal drug dealers, as well as white collar criminals. The CCU utilizes specialized forensic equipment to analyze these digital platforms. Due to the ever increasing updates to technology it is necessary for the CCU to routinely update their hardware and related equipment. This project plans for the systematic replacement of these items over time.

SERVICE IMPACT: Providing a schedule for the replacement and upgrading of CCU hardware and equipment will ensure that our investigators have the tools necessary to successfully gather forensic evidence leading to the arrest and conviction of the criminal element utilizing digital technology.

IMPACT IF NOT FUNDED: Without routinely updating hardware the CCU may experience difficulty in preserving digital evidence of serious crimes which may jeopardize public safety caused by the inability to properly arrest and convict criminals tied to digital evidence.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Transfer	16,000	12,000	0	0	0	0	0	0	0	0	28,000
	Total	16,000	12,000	0	0	0	0	0	0	0	0	28,000

PROJECT: POLICE - OPERATIONS #630-Police Computer Crimes Hardware and Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Capital Transfer	16,000	Replace two laptop computers, as well as associated hard drives, faraday boxes, and digital forensic examination devices.
		$16,000	2024 Subtotal
2025	General Capital Transfer	12,000	Replacement of one laptop computer, evidence storage hard drives, write blockers, faraday boxes, and additional flash drives and necessary accessories.
		$12,000	2025 Subtotal
	TOTAL	$28,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FINANCE PURCHASING #631-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: This project provides for the routine replacement of 31 photocopiers city-wide, which support all departments.

Photocopiers used by the City are multi-function units capable of photocopying, printing from desktop computers, as well as scanning to personal computers.

Black and white multi-function units are replaced with color multi-function units.

Use of network printers allows the City to reduce the number of desktop printers used in the organization.

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:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 5

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Transfer	44,000	37,000	23,000	30,000	30,000	46,000	46,000	41,000	37,000	32,000	366,000
	Total	44,000	37,000	23,000	30,000	30,000	46,000	46,000	41,000	37,000	32,000	366,000

PROJECT: FINANCE PURCHASING #631-Multi-Function Photocopy Machines

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Capital Transfer	44,000	Replace networked multi-functional copiers/printers/scanners for the following City departments (locations): Finance Accounting (City Hall); Community Development Code Enforcement (City Hall Annex); Police - Records (CPD Headquarters); Police - Detectives (CPD Headquarters); Fire (Fire HQs).
		$44,000	2024 Subtotal
2025	General Capital Transfer	37,000	Replace networked multi-functional copier/printer/scanner for the following City department (location):, Finance - OMB (City Hall); GS Admin (COMF); (2)Parks and Recreation (Main Office) and Library (Main Floor).
		$37,000	2025 Subtotal
2026	General Capital Transfer	23,000	Replace networked multi-functional copier/printer/scanner for the following City department (location): Finance - Collections (City Hall); Finance - Purchasing (COMF).
		$23,000	2026 Subtotal
2027	General Capital Transfer	30,000	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).
		$30,000	2027 Subtotal
2028	General Capital Transfer	30,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): Assessing (City Hall), Legal (Prosecutor's Office); City Clerk (City Hall); Human Services (Commercial St.).
		$30,000	2028 Subtotal
2029	General Capital Transfer	46,000	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).
		$46,000	2029 Subtotal

PROJECT: FINANCE PURCHASING #631-Multi-Function Photocopy Machines

2030	General	Capital Transfer	46,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): General Services, Equipment Services (COMF); General Services, Water Supply (Water Treatment Plant); Finance, OMB (City Hall); Library, Admin (Concord Public Library); Police Administration (CPD HQs, 3rd Floor), Parks & Recreation (Main Office) and General Services, Wastewater Treatment (Hall St WWTF).
			$46,000	2030 Subtotal
2031	General	Capital Transfer	41,000	Replace networked multi-functional copier/printer/scanner for the following City Department (location): GS Administration (COMF); Finance, Collections (City Hall); Finance - Purchasing (COMF); Parks & Recreation (Main Office).
			$41,000	2031 Subtotal
2032	General	Capital Transfer	37,000	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 Library (Main Floor)
			$37,000	2032 Subtotal
2033	General	Capital Transfer	32,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): Assessing (City Hall); City Clerk (City Hall); Human Services (Commercial St.); Legal (Prosecutor's Office)
			$32,000	2033 Subtotal
	TOTAL		$366,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-PUBLIC PROPERTIES #636-Electric Vehicle (EV) Charging Stations

I. PROJECT TYPE: Public Buildings

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	M	O + M Costs	H	Council Goals	M	Timeliness		

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

DESCRIPTION: The purpose of this project is to develop and implement a plan to provide electric vehicle (EV) charging stations at city-owned properties as such vehicles and equipment are added to the City fleet.

SERVICE IMPACT: EV charging stations are an important component in developing the capability to support electric vehicles within the City fleet.

IMPACT IF NOT FUNDED: The City will not have the capability to support electric vehicles in the fleet.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Sewer	G.O. Bonds	0	75,000	0	0	0	0	0	0	0	0	75,000
Water	G.O. Bonds	75,000	0	0	0	25,000	0	0	0	0	0	100,000
General	G.O. Bonds	0	0	0	75,000	0	0	50,000	0	0	0	125,000
	Total	75,000	75,000	0	75,000	25,000	0	50,000	0	0	0	300,000

PROJECT: GS-PUBLIC PROPERTIES #636-Electric Vehicle (EV) Charging Stations

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Water G.O. Bonds	75,000	Construct two EV charging stations.
		$75,000	2024 Subtotal
2025	Sewer G.O. Bonds	75,000	Construct two EV charging stations.
		$75,000	2025 Subtotal
2027	General G.O. Bonds	75,000	Construct two EV charging stations.
		$75,000	2027 Subtotal
2028	Water G.O. Bonds	25,000	Design EV charging stations.
		$25,000	2028 Subtotal
2030	General G.O. Bonds	50,000	Construct one EV charging station.
		$50,000	2030 Subtotal
	TOTAL	$300,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: ASSESSING #639-Full Measure and List

I. PROJECT TYPE: Economic Development

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the completion of a "Full Measure and List" of all properties located in the City by the Assessing Department. The project would be undertaken in multiple phases.

With assistance from a contracted vendor, the Assessing Department would visit every property to verify the exterior measurements of the buildings and ancillary improvements such as outbuildings, sheds, fences, and in-ground pools, as well as view the interior of the buildings to verify and update the number of bedrooms, bathrooms, flooring, wall finishes, finishes in the kitchens, baths, other rooms and the overall condition of the property.

The last Full Measure and List was completed in 1990.

SERVICE IMPACT: Updated information would allow the City to more accurately determine the assessed value of all real estate in the community, thereby ensuring that property is taxed appropriately and fairly.

IMPACT IF NOT FUNDED: Incorrect assessments result in loss of property tax revenue when the assessments are too low, or increased overlay payments and costs associated with trials beyond the local level to either the Superior Court or Board of Land and Tax Appeals (BTLA) when properties are assessed for more than fair market value due to incorrect or outdated data.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 0 PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
Other	Trust	385,000	385,000	0	0	0	0	0	0	0	0	770,000
	Total	385,000	385,000	0	0	0	0	0	0	0	0	770,000

PROJECT: ASSESSING #639-Full Measure and List

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Other Trust	385,000	Full Measure and List. Phase 1 of 2. To be financed by new reserve fund to be established for project.
		$385,000	2024 Subtotal
2025	Other Trust	385,000	Full Measure and List. Phase 1 of 2. To be financed by new reserve fund to be established for project.
		$385,000	2025 Subtotal
	TOTAL	$770,000	

PROJECT: POLICE - OPERATIONS #643-Police Headquarters (New)

I. PROJECT TYPE: Public Buildings

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:										
	☑ New	N/A	Safety	H	Facility Cond.	N/A	Productivity			
	☑ Replace	H	Mandates	H	Service Def.	N/A	Tax Base Exp.	N/A	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: This project provides for either a major renovation and expansion of the existing Police Department Headquarters located at Green Street, or development of a new Headquarters elsewhere in the community.

Said project shall be guided by the results of a 2022 needs assessment and feasibility study for the Police Headquarters as completed by the HL Turner Group.

SERVICE IMPACT: The current Headquarters building, which opened in 1977, has become antiquated and no longer meets the needs of the Department. During the ensuing decades, the Department has grown, and the quantity/complexity of equipment required to provide community policing services have also evolved. The current building does not comply with current industry standards.

IMPACT IF NOT FUNDED: Operational challenges associated with the current facility will remain unchanged. This will have a negative impact on Department morale and the ability to efficiently provide services to the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	75,000	0	2,500,000	25,000,000	0	0	0	0	0	0	27,575,000
	Total	75,000	0	2,500,000	25,000,000	0	0	0	0	0	0	27,575,000

PROJECT: POLICE - OPERATIONS #643-Police Headquarters (New)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	75,000	Site selection study for potential new Police Headquarters.
		$75,000	2024 Subtotal
2026	General G.O. Bonds	2,500,000	Police Station Renovation and Expansion or Replacement Project. Design.
		$2,500,000	2026 Subtotal
2027	General G.O. Bonds	25,000,000	Police Station Renovation and Expansion or Replacement Project. Construction.
		$25,000,000	2027 Subtotal
	TOTAL	$27,575,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-HIGHWAY / UTILITIES #644-Street Tree Planting

I. PROJECT TYPE: Downtown

II. LOCATION: Street rights-of-way

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.	L	City Master Pl.	
	☐ Rebuild	L	O + M Costs	L	Council Goals	L	Timeliness	Other		
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis									

DESCRIPTION: This project provides for the routine replacement of dead, diseased, declining or dangerous street trees within City rights-of-way.

SERVICE IMPACT: The Department removes trees in the right of way that are declining, dead or a safety hazard. Currently there is no funding to plant trees and the industry standard is to plant 2 trees for every tree removed in the Urban Compact areas. The Department would like to start replacing trees that are removed as recommended going forward so that the tree canopy within the urbanized areas of the community will be sustainable for the future. The benefit of street trees is realized by all the residents.

IMPACT IF NOT FUNDED: The street tree canopy will continue to decline. Trees will be removed and the benefits of the urban tree canopy will be diminished, thereby negatively affecting the quality of life of residents in denser neighborhoods.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 30 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Capital Transfer	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
	Total	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000

PROJECT: GS-HIGHWAY / UTILITIES #644-Street Tree Planting

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Capital Transfer	20,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
		$20,000	2024 Subtotal
2025	General Capital Transfer	10,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
		$10,000	2025 Subtotal
2026	General Capital Transfer	10,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
		$10,000	2026 Subtotal
2027	General Capital Transfer	10,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
		$10,000	2027 Subtotal
2028	General Capital Transfer	10,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
		$10,000	2028 Subtotal
2029	General Capital Transfer	10,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
		$10,000	2029 Subtotal
2030	General Capital Transfer	10,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
		$10,000	2030 Subtotal

PROJECT: GS-HIGHWAY / UTILITIES #644-Street Tree Planting

2031	General	Capital Transfer	10,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
			$10,000	2031 Subtotal
2032	General	Capital Transfer	10,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
			$10,000	2032 Subtotal
2033	General	Capital Transfer	10,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
			$10,000	2033 Subtotal
	TOTAL		$110,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #645-Police Department RMS/CAD Upgrade

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:									
	☐ New	N/A	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	L	Timeliness		

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

DESCRIPTION: This project replaces the Police Department's Records Management and Computer Aided Dispatch Systems. This system maintains almost all of the Department's records and is the system used to manage and dispatch all of the calls for service that the Department responds to.

SERVICE IMPACT: The Department's current RMS/CAD system is antiquated and struggles to meet current demand. It is anticipated that the company which manufacturers the system will be discontinuing service support in the near future.

IMPACT IF NOT FUNDED: The Department will continue to utilize the current RMS/CAD system, which is insufficient for the Department's current and future needs.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	250,000	250,000	0	0	0	0	0	0	0	500,000
	Total	0	250,000	250,000	0	0	0	0	0	0	0	500,000

PROJECT: POLICE - OPERATIONS #645-Police Department RMS/CAD Upgrade

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	250,000	Replacement of the Police Department's current RMS/CAD system. Phase 1 of 2.
		$250,000	2025 Subtotal
2026	General G.O. Bonds	250,000	Replacement of the Police Department's current RMS/CAD system. Phase 2 of 2.
		$250,000	2026 Subtotal
	TOTAL	$500,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-HIGHWAY / UTILITIES #646-Planter Box Fencing

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: Main Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the acquisition and installation of decorative metal fencing to surround the City's Main Street planter beds.

SERVICE IMPACT: The City's investment in its Main Street plantings continues to suffer damage from pedestrians and pet waste. Fencing around the planters was originally proposed as part of the Main Street project but was not installed due to budget constraints. This decision has created on-going challenges to have the landscaping survive and thrive.

IMPACT IF NOT FUNDED: Landscaping will continue to suffer and not appear as originally envisioned in the City's Main Street landscape plan. City will continue to lose investment in plantings on an annual basis.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	Donations	0	0	0	95,000	0	0	0	0	0	0	95,000
General	G.O. Bonds	95,000	0	0	0	0	0	0	0	0	0	95,000
	Total	95,000	0	0	95,000	0	0	0	0	0	0	190,000

PROJECT: GS-HIGHWAY / UTILITIES #646-Planter Box Fencing

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2024	General	G.O. Bonds	95,000	Installation of ornamental fencing in tree wells.
			$95,000	2024 Subtotal
2027	General	Donations	95,000	Installation of ornamental fencing in tree wells.
			$95,000	2027 Subtotal
	TOTAL		$190,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #647-Inflow & Infiltration Removal

I. PROJECT TYPE: Storm Sewer

II. LOCATION: Penacook Neighborhoods

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to remove stormwater related inflow and infiltration (I&I) that currently discharges into the sewer collection system from multiple locations in the Penacook. Based on an I&I study conducted in 2008 it was determined that 20 or more drainage features discharge stormwater directly into the sewer system during heavy rain events. General Services has addressed many of the simpler issues, however more challenging issues remain unresolved.

SERVICE IMPACT: I&I is unwanted in sewer systems because it effectively robs the wastewater treatment plant of precious treatment capacity and increases the risk of a federal permit violation.

IMPACT IF NOT FUNDED: If the I&I is not removed from the sewer system it could stress the wastewater treatment plant beyond it's permitted capacity and result in an overflow of the wastewater treatment plant and possible discharge of untreated wastewater to the Merrimack River. Discharges of untreated wastewater to a surface water body is a violation of the wastewater treatment plant's federal permit.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	0	270,000	100,000	0	0	0	0	0	0	0	370,000
Sewer	G.O. Bonds	0	270,000	0	0	0	0	0	0	0	0	270,000
	Total	0	540,000	100,000	0	0	0	0	0	0	0	640,000

PROJECT: CD-ENGINEERING SERVICES #647-Inflow & Infiltration Removal

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Sewer G.O. Bonds	145,000	Separate Penacook Street catch basin from sewer system. Sewer Fund share.
	General G.O. Bonds	145,000	Separate Penacook Street catch basin from sewer system. General Fund share.
	Sewer G.O. Bonds	125,000	Separate Cross Street catch basin from sewer system. Sewer Fund share.
	General G.O. Bonds	125,000	Separate Cross Street catch basin from sewer system. General Fund share.
		$540,000	2025 Subtotal
2026	General G.O. Bonds	100,000	Separate Fowler Street and Rolfe Street catch basin from sewer system.
		$100,000	2026 Subtotal
	TOTAL	$640,000	

2024-2033
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #656-River Bank Stabilization Projects

I. PROJECT TYPE: Storm Sewer

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: River bank erosion is evident along portions of the Merrimack and Contoocook Rivers within the City. In some areas this is impacting the structural integrity of some of our roads and parks. Coordination with the Sate and Federal Regulatory Agencies is required to initiate the river bank restoration to protect our roads and public lands.

SERVICE IMPACT: The preliminary survey, design and permitting will identify short and long term plans for river bank stabilization and restoration with estimated costs and funding options.

IMPACT IF NOT FUNDED: Portions of city owned lands and roads would need to be restricted from public use or closed.

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	400,000	0	1,000,000	0	0	0	0	0	0	0	1,400,000
	Total	400,000	0	1,000,000	0	0	0	0	0	0	0	1,400,000

PROJECT: CD-ENGINEERING SERVICES #656-River Bank Stabilization Projects

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	400,000	Design and Permitting: Portions of Runnells Road and Terrill Park river bank stabilization improvements.
		$400,000	2024 Subtotal
2026	General G.O. Bonds	1,000,000	Construction: Portions of Runnells Road and Terrill Park river bank stabilization project. Placeholder pending design and permitting.
		$1,000,000	2026 Subtotal
	TOTAL	$1,400,000	

PROJECT: CD-ENGINEERING SERVICES #658-Concord Coach Display

I. PROJECT TYPE: Downtown

II. LOCATION: Downtown

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: This project would site, design, and build or reuse an enclosure or building to display stage coaches that were built in Concord NH.

SERVICE IMPACT: This project would impact tourism to the City.

IMPACT IF NOT FUNDED:

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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten Years
General	G.O. Bonds	100,000	0	0	0	0	0	0	0	0	0	100,000
	Total	100,000	0	0	0	0	0	0	0	0	0	100,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	100,000	Display for stage coaches built in Concord NH
		$100,000	2024 Subtotal

PROJECT:	CD-ENGINEERING SERVICES	#658-Concord Coach Display
TOTAL		$100,000

AFSCME Wage Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	12.44	12.77	13.07	13.42	13.72	14.05	14.46	14.81	15.16	15.55	15.92	16.32	16.73	17.18	17.60	18.03
	497.60	510.80	522.80	536.80	548.80	562.00	578.40	592.40	606.40	622.00	636.80	652.80	669.20	687.20	704.00	721.20
	25,875.20	26,561.60	27,185.60	27,913.60	28,537.60	29,224.00	30,076.80	30,804.80	31,532.80	32,344.00	33,113.60	33,945.60	34,798.40	35,734.40	36,608.00	37,502.40
2	13.07	13.42	13.72	14.05	14.46	14.81	15.16	15.55	15.92	16.32	16.73	17.18	17.60	18.02	18.45	18.92
	522.80	536.80	548.80	562.00	578.40	592.40	606.40	622.00	636.80	652.80	669.20	687.20	704.00	720.80	738.00	756.80
	27,185.60	27,913.60	28,537.60	29,224.00	30,076.80	30,804.80	31,532.80	32,344.00	33,113.60	33,945.60	34,798.40	35,734.40	36,608.00	37,481.60	38,376.00	39,353.60
3	13.72	14.05	14.46	14.81	15.16	15.55	15.92	16.32	16.73	17.18	17.60	18.02	18.45	18.92	19.39	19.86
	548.80	562.00	578.40	592.40	606.40	622.00	636.80	652.80	669.20	687.20	704.00	720.80	738.00	756.80	775.60	794.40
	28,537.60	29,224.00	30,076.80	30,804.80	31,532.80	32,344.00	33,113.60	33,945.60	34,798.40	35,734.40	36,608.00	37,481.60	38,376.00	39,353.60	40,331.20	41,308.80
4	14.46	14.81	15.16	15.55	15.92	16.32	16.73	17.18	17.60	18.02	18.45	18.92	19.39	19.91	20.38	20.89
	578.40	592.40	606.40	622.00	636.80	652.80	669.20	687.20	704.00	720.80	738.00	756.80	775.60	796.40	815.20	835.60
	30,076.80	30,804.80	31,532.80	32,344.00	33,113.60	33,945.60	34,798.40	35,734.40	36,608.00	37,481.60	38,376.00	39,353.60	40,331.20	41,412.80	42,390.40	43,451.20
5	15.16	15.55	15.92	16.32	16.73	17.18	17.60	18.02	18.45	18.92	19.39	19.91	20.38	20.90	21.40	21.93
	606.40	622.00	636.80	652.80	669.20	687.20	704.00	720.80	738.00	756.80	775.60	796.40	815.20	836.00	856.00	877.20
	31,532.80	32,344.00	33,113.60	33,945.60	34,798.40	35,734.40	36,608.00	37,481.60	38,376.00	39,353.60	40,331.20	41,412.80	42,390.40	43,472.00	44,512.00	45,614.40
6	15.92	16.32	16.73	17.18	17.60	18.02	18.45	18.92	19.39	19.91	20.38	20.90	21.40	21.93	22.52	23.08
	636.80	652.80	669.20	687.20	704.00	720.80	738.00	756.80	775.60	796.40	815.20	836.00	856.00	877.20	900.80	923.20
	33,113.60	33,945.60	34,798.40	35,734.40	36,608.00	37,481.60	38,376.00	39,353.60	40,331.20	41,412.80	42,390.40	43,472.00	44,512.00	45,614.40	46,841.60	48,006.40
7	16.73	17.18	17.60	18.02	18.45	18.92	19.39	19.91	20.38	20.90	21.40	21.93	22.52	23.07	23.66	24.25
	669.20	687.20	704.00	720.80	738.00	756.80	775.60	796.40	815.20	836.00	856.00	877.20	900.80	922.80	946.40	970.00
	34,798.40	35,734.40	36,608.00	37,481.60	38,376.00	39,353.60	40,331.20	41,412.80	42,390.40	43,472.00	44,512.00	45,614.40	46,841.60	47,985.60	49,212.80	50,440.00
8	17.60	18.02	18.45	18.92	19.39	19.91	20.38	20.90	21.40	21.93	22.52	23.07	23.66	24.23	24.82	25.46
	704.00	720.80	738.00	756.80	775.60	796.40	815.20	836.00	856.00	877.20	900.80	922.80	946.40	969.20	992.80	1,018.40
	36,608.00	37,481.60	38,376.00	39,353.60	40,331.20	41,412.80	42,390.40	43,472.00	44,512.00	45,614.40	46,841.60	47,985.60	49,212.80	50,398.40	51,625.60	52,956.80
9	18.45	18.92	19.39	19.91	20.38	20.90	21.40	21.93	22.52	23.07	23.66	24.23	24.82	25.49	26.09	26.75
	738.00	756.80	775.60	796.40	815.20	836.00	856.00	877.20	900.80	922.80	946.40	969.20	992.80	1,019.60	1,043.60	1,070.00
	38,376.00	39,353.60	40,331.20	41,412.80	42,390.40	43,472.00	44,512.00	45,614.40	46,841.60	47,985.60	49,212.80	50,398.40	51,625.60	53,019.20	54,267.20	55,640.00
10	19.39	19.91	20.38	20.90	21.40	21.93	22.52	23.07	23.66	24.23	24.82	25.49	26.09	26.74	27.41	28.08
	775.60	796.40	815.20	836.00	856.00	877.20	900.80	922.80	946.40	969.20	992.80	1,019.60	1,043.60	1,069.60	1,096.40	1,123.20
	40,331.20	41,412.80	42,390.40	43,472.00	44,512.00	45,614.40	46,841.60	47,985.60	49,212.80	50,398.40	51,625.60	53,019.20	54,267.20	55,619.20	57,012.80	58,406.40
11	20.38	20.90	21.40	21.93	22.52	23.07	23.66	24.23	24.82	25.49	26.09	26.74	27.41	28.10	28.80	29.53
	815.20	836.00	856.00	877.20	900.80	922.80	946.40	969.20	992.80	1,019.60	1,043.60	1,069.60	1,096.40	1,124.00	1,152.00	1,181.20
	42,390.40	43,472.00	44,512.00	45,614.40	46,841.60	47,985.60	49,212.80	50,398.40	51,625.60	53,019.20	54,267.20	55,619.20	57,012.80	58,448.00	59,904.00	61,422.40
12	21.40	21.93	22.52	23.07	23.66	24.23	24.82	25.49	26.09	26.74	27.41	28.10	28.80	29.53	30.27	31.03
	856.00	877.20	900.80	922.80	946.40	969.20	992.80	1,019.60	1,043.60	1,069.60	1,096.40	1,124.00	1,152.00	1,181.20	1,210.80	1,241.20
	44,512.00	45,614.40	46,841.60	47,985.60	49,212.80	50,398.40	51,625.60	53,019.20	54,267.20	55,619.20	57,012.80	58,448.00	59,904.00	61,422.40	62,961.60	64,542.40
13	22.52	23.07	23.66	24.23	24.82	25.49	26.09	26.74	27.41	28.10	28.80	29.53	30.27	31.04	31.81	32.60
	900.80	922.80	946.40	969.20	992.80	1,019.60	1,043.60	1,069.60	1,096.40	1,124.00	1,152.00	1,181.20	1,210.80	1,241.60	1,272.40	1,304.00
	46,841.60	47,985.60	49,212.80	50,398.40	51,625.60	53,019.20	54,267.20	55,619.20	57,012.80	58,448.00	59,904.00	61,422.40	62,961.60	64,563.20	66,164.80	67,808.00
14	23.66	24.23	24.82	25.49	26.09	26.74	27.41	28.10	28.80	29.53	30.27	31.04	31.81	32.59	33.42	34.25
	946.40	969.20	992.80	1,019.60	1,043.60	1,069.60	1,096.40	1,124.00	1,152.00	1,181.20	1,210.80	1,241.60	1,272.40	1,303.60	1,336.80	1,370.00
	49,212.80	50,398.40	51,625.60	53,019.20	54,267.20	55,619.20	57,012.80	58,448.00	59,904.00	61,422.40	62,961.60	64,563.20	66,164.80	67,787.20	69,513.60	71,240.00
15	24.82	25.49	26.09	26.74	27.41	28.10	28.80	29.53	30.27	31.04	31.81	32.59	33.42	34.24	35.07	35.95
	992.80	1,019.60	1,043.60	1,069.60	1,096.40	1,124.00	1,152.00	1,181.20	1,210.80	1,241.60	1,272.40	1,303.60	1,336.80	1,369.60	1,402.80	1,438.00
	51,625.60	53,019.20	54,267.20	55,619.20	57,012.80	58,448.00	59,904.00	61,422.40	62,961.60	64,563.20	66,164.80	67,787.20	69,513.60	71,219.20	72,945.60	74,776.00
16	26.09	26.74	27.41	28.10	28.80	29.53	30.27	31.04	31.81	32.59	33.42	34.24	35.07	35.99	36.88	37.80
	1,043.60	1,069.60	1,096.40	1,124.00	1,152.00	1,181.20	1,210.80	1,241.60	1,272.40	1,303.60	1,336.80	1,369.60	1,402.80	1,439.60	1,475.20	1,512.00
	54,267.20	55,619.20	57,012.80	58,448.00	59,904.00	61,422.40	62,961.60	64,563.20	66,164.80	67,787.20	69,513.60	71,219.20	72,945.60	74,859.20	76,710.40	78,624.00

CFOA Wage Schedule

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
18	27.67	28.37	29.09	29.81	30.58	31.34	32.11	32.90	33.72	34.58	35.43	36.32	37.24	38.15	39.13	40.08
40 Hr.	1,106.80	1,134.80	1,163.60	1,192.40	1,223.20	1,253.60	1,284.40	1,316.00	1,348.80	1,383.20	1,417.20	1,452.80	1,489.60	1,526.00	1,565.20	1,603.20
ALSO	57,553.60	59,009.60	60,507.20	62,004.80	63,606.40	65,187.20	66,788.80	68,432.00	70,137.60	71,926.40	73,694.40	75,545.60	77,459.20	79,352.00	81,390.40	83,366.40
20	30.58	31.34	32.11	32.90	33.72	34.58	35.43	36.32	37.24	38.15	39.13	40.08	41.10	42.11	43.17	44.25
40 Hr.	1,223.20	1,253.60	1,284.40	1,316.00	1,348.80	1,383.20	1,417.20	1,452.80	1,489.60	1,526.00	1,565.20	1,603.20	1,644.00	1,684.40	1,726.80	1,770.00
LSO/Com Sup/FATS	63,606.40	65,187.20	66,788.80	68,432.00	70,137.60	71,926.40	73,694.40	75,545.60	77,459.20	79,352.00	81,390.40	83,366.40	85,488.00	87,588.80	89,793.60	92,040.00
18	27.67	28.37	29.09	29.81	30.58	31.34	32.11	32.90	33.72	34.58	35.43	36.32	37.24	38.15	39.13	40.08
42 Hr.	1,162.14	1,191.54	1,221.78	1,252.02	1,284.36	1,316.28	1,348.62	1,381.80	1,416.24	1,452.36	1,488.06	1,525.44	1,564.08	1,602.30	1,643.46	1,683.36
LT.	60,431.28	61,960.08	63,532.56	65,105.04	66,786.72	68,446.56	70,128.24	71,853.60	73,644.48	75,522.72	77,379.12	79,322.88	81,332.16	83,319.60	85,459.92	87,534.72
19	29.09	29.81	30.58	31.34	32.11	32.90	33.72	34.58	35.43	36.32	37.24	38.15	39.13	40.08	41.10	42.11
42 Hr.	1,221.78	1,252.02	1,284.36	1,316.28	1,348.62	1,381.80	1,416.24	1,452.36	1,488.06	1,525.44	1,564.08	1,602.30	1,643.46	1,683.36	1,726.20	1,768.62
P/Lt.	63,532.56	65,105.04	66,786.72	68,446.56	70,128.24	71,853.60	73,644.48	75,522.72	77,379.12	79,322.88	81,332.16	83,319.60	85,459.92	87,534.72	89,762.40	91,968.24
20	30.58	31.34	32.11	32.90	33.72	34.58	35.43	36.32	37.24	38.15	39.13	40.08	41.10	42.11	43.17	44.25
42 Hr.	1,284.36	1,316.28	1,348.62	1,381.80	1,416.24	1,452.36	1,488.06	1,525.44	1,564.08	1,602.30	1,643.46	1,683.36	1,726.20	1,768.62	1,813.14	1,858.50
Captain	66,786.72	68,446.56	70,128.24	71,853.60	73,644.48	75,522.72	77,379.12	79,322.88	81,332.16	83,319.60	85,459.92	87,534.72	89,762.40	91,968.24	94,283.28	96,642.00
21	33.72	34.58	35.43	36.32	37.24	38.15	39.13	40.08	41.10	42.11	43.17	44.25	45.37	46.48	47.66	48.84
42 Hr.	1,416.24	1,452.36	1,488.06	1,525.44	1,564.08	1,602.30	1,643.46	1,683.36	1,726.20	1,768.62	1,813.14	1,858.50	1,905.54	1,952.16	2,001.72	2,051.28
B/C	73,644.48	75,522.72	77,379.12	79,322.88	81,332.16	83,319.60	85,459.92	87,534.72	89,762.40	91,968.24	94,283.28	96,642.00	99,088.08	101,512.32	104,089.44	106,666.56

CPPA Wage Schedule

Effective 1/1/2023	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 4% MPO @ 8years	MAX + 5% MPO @ 15 Years	MAX+ 5% MPO +3% 20 YR
Hourly	$ 28.51	$ 29.94	$ 31.75	$ 33.64	$ 35.66	$ 37.80	$ 37.80	$ 39.31	$ 39.69	$ 40.88
Weekly	$ 1,140.40	$ 1,197.60	$ 1,270.00	$ 1,345.60	$ 1,426.40	$ 1,512.00	$ 1,512.00	$ 1,572.40	$ 1,587.60	$ 1,635.20
Yearly	$ 59,300.80	$ 62,275.20	$ 66,040.00	$ 69,971.20	$ 74,172.80	$ 78,624.00	$ 78,624.00	$ 81,764.80	$ 82,555.20	$ 85,030.40
Merit 3%	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,358.72	$ 2,452.94	$ 2,476.66	$ 2,550.91
Total Yearly	$ 59,300.80	$ 62,275.20	$ 66,040.00	$ 69,971.20	$ 74,172.80	$ 78,624.00	$ 80,982.72	$ 84,217.74	$ 85,031.86	$ 87,581.31

DEU 7%

Effective 1/1/2023	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 4% MPO @ 8years	MAX + 5% MPO @ 15 Years	MAX+ 5% MPO +3% 20 YR
Hourly	$ 30.50	$ 32.04	$ 33.98	$ 35.99	$ 38.16	$ 40.45	$ 40.45	$ 42.07	$ 42.47	$ 43.74
Weekly	$ 1,220.00	$ 1,281.60	$ 1,359.20	$ 1,439.60	$ 1,526.40	$ 1,618.00	$ 1,618.00	$ 1,682.80	$ 1,698.80	$ 1,749.60
Yearly	$ 63,440.00	$ 66,643.20	$ 70,678.40	$ 74,859.20	$ 79,372.80	$ 84,136.00	$ 84,136.00	$ 87,505.60	$ 88,337.60	$ 90,979.20
Merit 3%	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,524.08	$ 2,625.17	$ 2,650.13	$ 2,729.38
Total Yearly	$ 63,440.00	$ 66,643.20	$ 70,678.40	$ 74,859.20	$ 79,372.80	$ 84,136.00	$ 86,660.08	$ 90,130.77	$ 90,987.73	$ 93,708.58

CID, DVO, CRO and SRO 1.5%

Effective 1/1/2023	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX	MAX + 4% MPO @ 8years	MAX + 5% MPO @ 15 Years	MAX+ 5% MPO +3% 20 YR
Hourly	$ 28.93	$ 30.39	$ 32.23	$ 34.15	$ 36.19	$ 38.38	$ 38.38	$ 39.92	$ 40.30	$ 41.51
Weekly	$ 1,157.20	$ 1,215.60	$ 1,289.20	$ 1,366.00	$ 1,447.60	$ 1,535.20	$ 1,535.20	$ 1,596.80	$ 1,612.00	$ 1,660.40
Yearly	$ 60,174.40	$ 63,211.20	$ 67,038.40	$ 71,032.00	$ 75,275.20	$ 79,830.40	$ 79,830.40	$ 83,033.60	$ 83,824.00	$ 86,340.80
Merit 3%	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,394.91	$ 2,491.01	$ 2,514.72	$ 2,590.22
Total Yearly	$ 60,174.40	$ 63,211.20	$ 67,038.40	$ 71,032.00	$ 75,275.20	$ 79,830.40	$ 82,225.31	$ 85,524.61	$ 86,338.72	$ 88,931.02

CPSA Wage Schedule

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	$27.00	$27.82	$28.64	$29.49	$30.37	$31.27	$32.24	$33.21	$34.18	$35.21	$35.21
Weekly	$1,080.00	$1,112.80	$1,145.60	$1,179.60	$1,214.80	$1,250.80	$1,289.60	$1,328.40	$1,367.20	$1,408.40	$1,408.40
Yearly	$56,160.00	$57,865.60	$59,571.20	$61,339.20	$63,169.60	$65,041.60	$67,059.20	$69,076.80	$71,094.40	$73,236.80	$73,236.80
Merit											$2,197.10
Yearly *											$75,433.90

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	$34.49	$35.52	$36.57	$37.69	$38.82	$39.96	$41.12	$42.39	$43.67	$45.00	$45.00
Weekly	$1,379.60	$1,420.80	$1,462.80	$1,507.60	$1,552.80	$1,598.40	$1,644.80	$1,695.60	$1,746.80	$1,800.00	$1,800.00
Yearly	$71,739.20	$73,881.60	$76,065.60	$78,395.20	$80,745.60	$83,116.80	$85,529.60	$88,171.20	$90,833.60	$93,600.00	$93,600.00
Merit											$2,808.00
Yearly *											$96,408.00

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	$35.01	$36.05	$37.12	$38.25	$39.41	$40.56	$41.74	$43.02	$44.32	$45.68	$45.68
Weekly	$1,400.40	$1,442.00	$1,484.80	$1,530.00	$1,576.40	$1,622.40	$1,669.60	$1,720.80	$1,772.80	$1,827.20	$1,827.20
Yearly	$72,820.80	$74,984.00	$77,209.60	$79,560.00	$81,972.80	$84,364.80	$86,819.20	$89,481.60	$92,185.60	$95,014.40	$95,014.40
Merit											$2,850.43
Yearly *											$97,864.83

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	$35.77	$36.81	$37.87	$38.97	$40.08	$41.27	$42.41	$43.66	$44.99	$46.28	$46.28
Weekly	$1,430.80	$1,472.40	$1,514.80	$1,558.80	$1,603.20	$1,650.80	$1,696.40	$1,746.40	$1,799.60	$1,851.20	$1,851.20
Yearly	$74,401.60	$76,564.80	$78,769.60	$81,057.60	$83,366.40	$85,841.60	$88,212.80	$90,812.80	$93,579.20	$96,262.40	$96,262.40
Merit											$2,887.87
Yearly *											$99,150.27

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	$36.31	$37.36	$38.44	$39.55	$40.68	$41.89	$43.05	$44.31	$45.67	$46.98	$46.98
Weekly	$1,452.40	$1,494.40	$1,537.60	$1,582.00	$1,627.20	$1,675.60	$1,722.00	$1,772.40	$1,826.80	$1,879.20	$1,879.20
Yearly	$75,524.80	$77,708.80	$79,955.20	$82,264.00	$84,614.40	$87,131.20	$89,544.00	$92,164.80	$94,993.60	$97,718.40	$97,718.40
Merit											$2,931.55
Yearly *											$100,649.95

CPSA Wage Schedule

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	$36.21	$37.28	$38.40	$39.56	$40.77	$41.95	$43.17	$44.53	$45.88	$47.23	$47.23
Weekly	$1,448.40	$1,491.20	$1,536.00	$1,582.40	$1,630.80	$1,678.00	$1,726.80	$1,781.20	$1,835.20	$1,889.20	$1,889.20
Yearly	$75,316.80	$77,542.40	$79,872.00	$82,284.80	$84,801.60	$87,256.00	$89,793.60	$92,622.40	$95,430.40	$98,238.40	$98,238.40
Merit											$2,947.15
Yearly *											$101,185.55

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	$37.48	$38.58	$39.71	$40.88	$42.03	$43.25	$44.48	$45.80	$47.15	$48.54	$48.54
Weekly	$1,499.20	$1,543.20	$1,588.40	$1,635.20	$1,681.20	$1,730.00	$1,779.20	$1,832.00	$1,886.00	$1,941.60	$1,941.60
Yearly	$77,958.40	$80,246.40	$82,596.80	$85,030.40	$87,422.40	$89,960.00	$92,518.40	$95,264.00	$98,072.00	$100,963.20	$100,963.20
Merit											$3,028.90
Yearly *											$103,992.10

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	$39.88	$41.03	$42.31	$43.56	$44.81	$46.22	$47.61	$49.06	$50.51	$52.00	$52.00
Weekly	$1,595.20	$1,641.20	$1,692.40	$1,742.40	$1,792.40	$1,848.80	$1,904.40	$1,962.40	$2,020.40	$2,080.00	$2,080.00
Yearly	$82,950.40	$85,342.40	$88,004.80	$90,604.80	$93,204.80	$96,137.60	$99,028.80	$102,044.80	$105,060.80	$108,160.00	$108,160.00
Merit											$3,244.80
Yearly *											$111,404.80

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	$40.49	$41.64	$42.94	$44.21	$45.49	$46.91	$48.33	$49.80	$51.27	$52.78	$52.78
Weekly	$1,619.60	$1,665.60	$1,717.60	$1,768.40	$1,819.60	$1,876.40	$1,933.20	$1,992.00	$2,050.80	$2,111.20	$2,111.20
Yearly	$84,219.20	$86,611.20	$89,315.20	$91,956.80	$94,619.20	$97,572.80	$100,526.40	$103,584.00	$106,641.60	$109,782.40	$109,782.40
Merit											$3,293.47
Yearly *											$113,075.87

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	$41.15	$42.33	$43.57	$44.86	$46.10	$47.51	$48.89	$50.34	$51.79	$53.28	$53.28
Weekly	$1,646.00	$1,693.20	$1,742.80	$1,794.40	$1,844.00	$1,900.40	$1,955.60	$2,013.60	$2,071.60	$2,131.20	$2,131.20
Yearly	$85,592.00	$88,046.40	$90,625.60	$93,308.80	$95,888.00	$98,820.80	$101,691.20	$104,707.20	$107,723.20	$110,822.40	$110,822.40
Merit											$3,324.67
Yearly *											$114,147.07

CPSA Wage Schedule

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	$41.77	$42.96	$44.22	$45.53	$46.79	$48.22	$49.63	$51.10	$52.57	$54.08	$54.08
Weekly	$1,670.80	$1,718.40	$1,768.80	$1,821.20	$1,871.60	$1,928.80	$1,985.20	$2,044.00	$2,102.80	$2,163.20	$2,163.20
Yearly	$86,881.60	$89,356.80	$91,977.60	$94,702.40	$97,323.20	$100,297.60	$103,230.40	$106,288.00	$109,345.60	$112,486.40	$112,486.40
Merit											$3,374.59
Yearly *											$115,860.99

Parking Supervisor (Rates in effect as of 2/5/2023) 4%

Grade 18	A	B	C	D	E	F	G	H	I	J
Hourly	$26.61	$27.29	$27.98	$28.67	$29.42	$30.15	$30.87	$31.64	$32.43	$33.25
Weekly	$1,064.40	$1,091.60	$1,119.20	$1,146.80	$1,176.80	$1,206.00	$1,234.80	$1,265.60	$1,297.20	$1,330.00
Yearly	$55,348.80	$56,763.20	$58,198.40	$59,633.60	$61,193.60	$62,712.00	$64,209.60	$65,811.20	$67,454.40	$69,160.00

K	L	M	N	O	P
$34.09	$34.95	$35.83	$36.73	$37.64	$38.60
$1,363.60	$1,398.00	$1,433.20	$1,469.20	$1,505.60	$1,544.00
$70,907.20	$72,696.00	$74,526.40	$76,398.40	$78,291.20	$80,288.00

IAFF Wage Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
12	20.12	20.61	21.15	21.67	22.21	22.78	23.33	23.92	24.52	25.11	25.76	26.41	27.07	27.73	28.44	29.15
Dispatcher	804.80	824.40	846.00	866.80	888.40	911.20	933.20	956.80	980.80	1,004.40	1,030.40	1,056.40	1,082.80	1,109.20	1,137.60	1,166.00
40 Hr.	41,849.60	42,868.80	43,992.00	45,073.60	46,196.80	47,382.40	48,526.40	49,753.60	51,001.60	52,228.80	53,580.80	54,932.80	56,305.60	57,678.40	59,155.20	60,632.00
13	21.15	21.67	22.21	22.78	23.33	23.92	24.52	25.11	25.76	26.41	27.07	27.73	28.44	29.15	29.89	30.64
Lead Dispatcher	846.00	866.80	888.40	911.20	933.20	956.80	980.80	1,004.40	1,030.40	1,056.40	1,082.80	1,109.20	1,137.60	1,166.00	1,195.60	1,225.60
40 Hr.	43,992.00	45,073.60	46,196.80	47,382.40	48,526.40	49,753.60	51,001.60	52,228.80	53,580.80	54,932.80	56,305.60	57,678.40	59,155.20	60,632.00	62,171.20	63,731.20
16	24.52	25.11	25.76	26.41	27.07	27.73	28.44	29.15	29.89	30.64	31.40	32.18	32.98	33.80	34.65	35.52
FATT	980.80	1,004.40	1,030.40	1,056.40	1,082.80	1,109.20	1,137.60	1,166.00	1,195.60	1,225.60	1,256.00	1,287.20	1,319.20	1,352.00	1,386.00	1,420.80
40 Hr.	51,001.60	52,228.80	53,580.80	54,932.80	56,305.60	57,678.40	59,155.20	60,632.00	62,171.20	63,731.20	65,312.00	66,934.40	68,598.40	70,304.00	72,072.00	73,881.60
15	23.33	23.92	24.52	25.11	25.76	26.41	27.07	27.73	28.44	29.15	29.89	30.64	31.40	32.18	32.98	33.80
FF	979.86	1,004.64	1,029.84	1,054.62	1,081.92	1,109.22	1,136.94	1,164.66	1,194.48	1,224.30	1,255.38	1,286.88	1,318.80	1,351.56	1,385.16	1,419.60
42 Hr	50,952.72	52,241.28	53,551.68	54,840.24	56,259.84	57,679.44	59,120.88	60,562.32	62,112.96	63,663.60	65,279.76	66,917.76	68,577.60	70,281.12	72,028.32	73,819.20
16	24.52	25.11	25.76	26.41	27.07	27.73	28.44	29.15	29.89	30.64	31.40	32.18	32.98	33.80	34.65	35.52
FF/A EMT	1,029.84	1,054.62	1,081.92	1,109.22	1,136.94	1,164.66	1,194.48	1,224.30	1,255.38	1,286.88	1,318.80	1,351.56	1,385.16	1,419.60	1,455.30	1,491.84
42 Hr.	53,551.68	54,840.24	56,259.84	57,679.44	59,120.88	60,562.32	62,112.96	63,663.60	65,279.76	66,917.76	68,577.60	70,281.12	72,028.32	73,819.20	75,675.60	77,575.68
17	25.76	26.41	27.07	27.73	28.44	29.15	29.89	30.64	31.40	32.18	32.98	33.80	34.65	35.52	36.40	37.32
FF/P	1,081.92	1,109.22	1,136.94	1,164.66	1,194.48	1,224.30	1,255.38	1,286.88	1,318.80	1,351.56	1,385.16	1,419.60	1,455.30	1,491.84	1,528.80	1,567.44
42 Hr.	56,259.84	57,679.44	59,120.88	60,562.32	62,112.96	63,663.60	65,279.76	66,917.76	68,577.60	70,281.12	72,028.32	73,819.20	75,675.60	77,575.68	79,497.60	81,506.88

Non-Contractual Wage Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	11.96	12.27	12.59	12.88	13.22	13.53	13.87	14.24	14.60	14.92	15.32	15.68	16.08	16.49	16.91	17.33
	478.40	490.80	503.60	515.20	528.80	541.20	554.80	569.60	584.00	596.80	612.80	627.20	643.20	659.60	676.40	693.20
	24,876.80	25,521.60	26,187.20	26,790.40	27,497.60	28,142.40	28,849.60	29,619.20	30,368.00	31,033.60	31,865.60	32,614.40	33,446.40	34,299.20	35,172.80	36,046.40
2	12.59	12.88	13.22	13.53	13.87	14.24	14.60	14.92	15.32	15.68	16.08	16.49	16.91	17.33	17.78	18.19
	503.60	515.20	528.80	541.20	554.80	569.60	584.00	596.80	612.80	627.20	643.20	659.60	676.40	693.20	711.20	727.60
	26,187.20	26,790.40	27,497.60	28,142.40	28,849.60	29,619.20	30,368.00	31,033.60	31,865.60	32,614.40	33,446.40	34,299.20	35,172.80	36,046.40	36,982.40	37,835.20
3	13.22	13.53	13.87	14.24	14.60	14.92	15.32	15.68	16.08	16.49	16.91	17.33	17.78	18.19	18.65	19.10
	528.80	541.20	554.80	569.60	584.00	596.80	612.80	627.20	643.20	659.60	676.40	693.20	711.20	727.60	746.00	764.00
	27,497.60	28,142.40	28,849.60	29,619.20	30,368.00	31,033.60	31,865.60	32,614.40	33,446.40	34,299.20	35,172.80	36,046.40	36,982.40	37,835.20	38,792.00	39,728.00
4	13.87	14.24	14.60	14.92	15.32	15.68	16.08	16.49	16.91	17.33	17.78	18.19	18.65	19.10	19.59	20.09
	554.80	569.60	584.00	596.80	612.80	627.20	643.20	659.60	676.40	693.20	711.20	727.60	746.00	764.00	783.60	803.60
	28,849.60	29,619.20	30,368.00	31,033.60	31,865.60	32,614.40	33,446.40	34,299.20	35,172.80	36,046.40	36,982.40	37,835.20	38,792.00	39,728.00	40,747.20	41,787.20
5	14.60	14.92	15.32	15.68	16.08	16.49	16.91	17.33	17.78	18.19	18.65	19.10	19.59	20.09	20.60	21.08
	584.00	596.80	612.80	627.20	643.20	659.60	676.40	693.20	711.20	727.60	746.00	764.00	783.60	803.60	824.00	843.20
	30,368.00	31,033.60	31,865.60	32,614.40	33,446.40	34,299.20	35,172.80	36,046.40	36,982.40	37,835.20	38,792.00	39,728.00	40,747.20	41,787.20	42,848.00	43,846.40
6	15.32	15.68	16.08	16.49	16.91	17.33	17.78	18.19	18.65	19.10	19.59	20.09	20.60	21.08	21.65	22.19
	612.80	627.20	643.20	659.60	676.40	693.20	711.20	727.60	746.00	764.00	783.60	803.60	824.00	843.20	866.00	887.60
	31,865.60	32,614.40	33,446.40	34,299.20	35,172.80	36,046.40	36,982.40	37,835.20	38,792.00	39,728.00	40,747.20	41,787.20	42,848.00	43,846.40	45,032.00	46,155.20
7	16.08	16.49	16.91	17.33	17.78	18.19	18.65	19.10	19.59	20.09	20.60	21.08	21.65	22.19	22.76	23.31
	643.20	659.60	676.40	693.20	711.20	727.60	746.00	764.00	783.60	803.60	824.00	843.20	866.00	887.60	910.40	932.40
	33,446.40	34,299.20	35,172.80	36,046.40	36,982.40	37,835.20	38,792.00	39,728.00	40,747.20	41,787.20	42,848.00	43,846.40	45,032.00	46,155.20	47,340.80	48,484.80
8	16.91	17.33	17.78	18.19	18.65	19.10	19.59	20.09	20.60	21.08	21.65	22.19	22.76	23.31	23.88	24.47
	676.40	693.20	711.20	727.60	746.00	764.00	783.60	803.60	824.00	843.20	866.00	887.60	910.40	932.40	955.20	978.80
	35,172.80	36,046.40	36,982.40	37,835.20	38,792.00	39,728.00	40,747.20	41,787.20	42,848.00	43,846.40	45,032.00	46,155.20	47,340.80	48,484.80	49,670.40	50,897.60
9	17.78	18.19	18.65	19.10	19.59	20.09	20.60	21.08	21.65	22.19	22.76	23.31	23.88	24.47	25.10	25.72
	711.20	727.60	746.00	764.00	783.60	803.60	824.00	843.20	866.00	887.60	910.40	932.40	955.20	978.80	1,004.00	1,028.80
	36,982.40	37,835.20	38,792.00	39,728.00	40,747.20	41,787.20	42,848.00	43,846.40	45,032.00	46,155.20	47,340.80	48,484.80	49,670.40	50,897.60	52,208.00	53,497.60
10	18.65	19.10	19.59	20.09	20.60	21.08	21.65	22.19	22.76	23.31	23.88	24.47	25.10	25.72	26.35	27.03
	746.00	764.00	783.60	803.60	824.00	843.20	866.00	887.60	910.40	932.40	955.20	978.80	1,004.00	1,028.80	1,054.00	1,081.20
	38,792.00	39,728.00	40,747.20	41,787.20	42,848.00	43,846.40	45,032.00	46,155.20	47,340.80	48,484.80	49,670.40	50,897.60	52,208.00	53,497.60	54,808.00	56,222.40
11	19.59	20.09	20.60	21.08	21.65	22.19	22.76	23.31	23.88	24.47	25.10	25.72	26.35	27.03	27.67	28.38
	783.60	803.60	824.00	843.20	866.00	887.60	910.40	932.40	955.20	978.80	1,004.00	1,028.80	1,054.00	1,081.20	1,106.80	1,135.20
	40,747.20	41,787.20	42,848.00	43,846.40	45,032.00	46,155.20	47,340.80	48,484.80	49,670.40	50,897.60	52,208.00	53,497.60	54,808.00	56,222.40	57,553.60	59,030.40
12	20.60	21.08	21.65	22.19	22.76	23.31	23.88	24.47	25.10	25.72	26.35	27.03	27.67	28.38	29.10	29.82
	824.00	843.20	866.00	887.60	910.40	932.40	955.20	978.80	1,004.00	1,028.80	1,054.00	1,081.20	1,106.80	1,135.20	1,164.00	1,192.80
	42,848.00	43,846.40	45,032.00	46,155.20	47,340.80	48,484.80	49,670.40	50,897.60	52,208.00	53,497.60	54,808.00	56,222.40	57,553.60	59,030.40	60,528.00	62,025.60
13	21.65	22.19	22.76	23.31	23.88	24.47	25.10	25.72	26.35	27.03	27.67	28.38	29.10	29.82	30.60	31.36
	866.00	887.60	910.40	932.40	955.20	978.80	1,004.00	1,028.80	1,054.00	1,081.20	1,106.80	1,135.20	1,164.00	1,192.80	1,224.00	1,254.40
	45,032.00	46,155.20	47,340.80	48,484.80	49,670.40	50,897.60	52,208.00	53,497.60	54,808.00	56,222.40	57,553.60	59,030.40	60,528.00	62,025.60	63,648.00	65,228.80
14	22.76	23.31	23.88	24.47	25.10	25.72	26.35	27.03	27.67	28.38	29.10	29.82	30.60	31.36	32.10	32.91
	910.40	932.40	955.20	978.80	1,004.00	1,028.80	1,054.00	1,081.20	1,106.80	1,135.20	1,164.00	1,192.80	1,224.00	1,254.40	1,284.00	1,316.40
	47,340.80	48,484.80	49,670.40	50,897.60	52,208.00	53,497.60	54,808.00	56,222.40	57,553.60	59,030.40	60,528.00	62,025.60	63,648.00	65,228.80	66,768.00	68,452.80

Non-Contractual Wage Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	23.88	24.47	25.10	25.72	26.35	27.03	27.67	28.38	29.10	29.82	30.60	31.36	32.10	32.91	33.73	34.58
	955.20	978.80	1,004.00	1,028.80	1,054.00	1,081.20	1,106.80	1,135.20	1,164.00	1,192.80	1,224.00	1,254.40	1,284.00	1,316.40	1,349.20	1,383.20
	49,670.40	50,897.60	52,208.00	53,497.60	54,808.00	56,222.40	57,553.60	59,030.40	60,528.00	62,025.60	63,648.00	65,228.80	66,768.00	68,452.80	70,158.40	71,926.40
16	25.10	25.72	26.35	27.03	27.67	28.38	29.10	29.82	30.60	31.36	32.10	32.91	33.73	34.58	35.45	36.35
	1,004.00	1,028.80	1,054.00	1,081.20	1,106.80	1,135.20	1,164.00	1,192.80	1,224.00	1,254.40	1,284.00	1,316.40	1,349.20	1,383.20	1,418.00	1,454.00
	52,208.00	53,497.60	54,808.00	56,222.40	57,553.60	59,030.40	60,528.00	62,025.60	63,648.00	65,228.80	66,768.00	68,452.80	70,158.40	71,926.40	73,736.00	75,608.00
17	26.35	27.03	27.67	28.38	29.10	29.82	30.60	31.36	32.10	32.91	33.73	34.58	35.45	36.35	37.26	38.20
	1,054.00	1,081.20	1,106.80	1,135.20	1,164.00	1,192.80	1,224.00	1,254.40	1,284.00	1,316.40	1,349.20	1,383.20	1,418.00	1,454.00	1,490.40	1,528.00
	54,808.00	56,222.40	57,553.60	59,030.40	60,528.00	62,025.60	63,648.00	65,228.80	66,768.00	68,452.80	70,158.40	71,926.40	73,736.00	75,608.00	77,500.80	79,456.00
18	27.67	28.38	29.10	29.82	30.60	31.36	32.10	32.91	33.73	34.58	35.45	36.35	37.26	38.20	39.15	40.14
	1,106.80	1,135.20	1,164.00	1,192.80	1,224.00	1,254.40	1,284.00	1,316.40	1,349.20	1,383.20	1,418.00	1,454.00	1,490.40	1,528.00	1,566.00	1,605.60
	57,553.60	59,030.40	60,528.00	62,025.60	63,648.00	65,228.80	66,768.00	68,452.80	70,158.40	71,926.40	73,736.00	75,608.00	77,500.80	79,456.00	81,432.00	83,491.20
19	29.10	29.82	30.60	31.36	32.10	32.91	33.73	34.58	35.45	36.35	37.26	38.20	39.15	40.14	41.13	42.15
	1,164.00	1,192.80	1,224.00	1,254.40	1,284.00	1,316.40	1,349.20	1,383.20	1,418.00	1,454.00	1,490.40	1,528.00	1,566.00	1,605.60	1,645.20	1,686.00
	60,528.00	62,025.60	63,648.00	65,228.80	66,768.00	68,452.80	70,158.40	71,926.40	73,736.00	75,608.00	77,500.80	79,456.00	81,432.00	83,491.20	85,550.40	87,672.00
20	30.60	31.36	32.10	32.91	33.73	34.58	35.45	36.35	37.26	38.20	39.15	40.14	41.13	42.15	43.19	44.29
	1,224.00	1,254.40	1,284.00	1,316.40	1,349.20	1,383.20	1,418.00	1,454.00	1,490.40	1,528.00	1,566.00	1,605.60	1,645.20	1,686.00	1,727.60	1,771.60
	63,648.00	65,228.80	66,768.00	68,452.80	70,158.40	71,926.40	73,736.00	75,608.00	77,500.80	79,456.00	81,432.00	83,491.20	85,550.40	87,672.00	89,835.20	92,123.20
21	33.73	34.58	35.45	36.35	37.26	38.20	39.15	40.14	41.13	42.15	43.19	44.29	45.40	46.51	47.68	48.88
	1,349.20	1,383.20	1,418.00	1,454.00	1,490.40	1,528.00	1,566.00	1,605.60	1,645.20	1,686.00	1,727.60	1,771.60	1,816.00	1,860.40	1,907.20	1,955.20
	70,158.40	71,926.40	73,736.00	75,608.00	77,500.80	79,456.00	81,432.00	83,491.20	85,550.40	87,672.00	89,835.20	92,123.20	94,432.00	96,740.80	99,174.40	101,670.40
22	37.26	38.20	39.15	40.14	41.13	42.15	43.19	44.29	45.40	46.51	47.68	48.88	50.12	51.36	52.63	53.96
	1,490.40	1,528.00	1,566.00	1,605.60	1,645.20	1,686.00	1,727.60	1,771.60	1,816.00	1,860.40	1,907.20	1,955.20	2,004.80	2,054.40	2,105.20	2,158.40
	77,500.80	79,456.00	81,432.00	83,491.20	85,550.40	87,672.00	89,835.20	92,123.20	94,432.00	96,740.80	99,174.40	101,670.40	104,249.60	106,828.80	109,470.40	112,236.80
23	41.13	42.15	43.19	44.29	45.40	46.51	47.68	48.88	50.12	51.36	52.63	53.96	55.32	56.69	58.13	59.56
	1,645.20	1,686.00	1,727.60	1,771.60	1,816.00	1,860.40	1,907.20	1,955.20	2,004.80	2,054.40	2,105.20	2,158.40	2,212.80	2,267.60	2,325.20	2,382.40
	85,550.40	87,672.00	89,835.20	92,123.20	94,432.00	96,740.80	99,174.40	101,670.40	104,249.60	106,828.80	109,470.40	112,236.80	115,065.60	117,915.20	120,910.40	123,884.80
24	45.40	46.51	47.68	48.88	50.12	51.36	52.63	53.96	55.32	56.69	58.13	59.56	61.04	62.56	64.13	-
	1,816.00	1,860.40	1,907.20	1,955.20	2,004.80	2,054.40	2,105.20	2,158.40	2,212.80	2,267.60	2,325.20	2,382.40	2,441.60	2,502.40	2,565.20	
	94,432.00	96,740.80	99,174.40	101,670.40	104,249.60	106,828.80	109,470.40	112,236.80	115,065.60	117,915.20	120,910.40	123,884.80	126,963.20	130,124.80	133,390.40	
25	50.12	51.36	52.63	53.96	55.32	56.69	58.13	59.56	61.04	62.56	64.13	65.73	67.38	69.07	-	-
	2,004.80	2,054.40	2,105.20	2,158.40	2,212.80	2,267.60	2,325.20	2,382.40	2,441.60	2,502.40	2,565.20	2,629.20	2,695.20	2,762.80		
	104,249.60	106,828.80	109,470.40	112,236.80	115,065.60	117,915.20	120,910.40	123,884.80	126,963.20	130,124.80	133,390.40	136,718.40	140,150.40	143,665.60		
26	55.32	56.69	58.13	59.56	61.04	62.56	64.13	65.73	67.38	69.07	70.78	72.57	74.37	-	-	-
	2,212.80	2,267.60	2,325.20	2,382.40	2,441.60	2,502.40	2,565.20	2,629.20	2,695.20	2,762.80	2,831.20	2,902.80	2,974.80			
	115,065.60	117,915.20	120,910.40	123,884.80	126,963.20	130,124.80	133,390.40	136,718.40	140,150.40	143,665.60	147,222.40	150,945.60	154,689.60			
27	61.04	62.56	64.13	65.73	67.38	69.07	70.78	72.57	74.37	76.22	78.14	80.10	-	-	-	-
	2,441.60	2,502.40	2,565.20	2,629.20	2,695.20	2,762.80	2,831.20	2,902.80	2,974.80	3,048.80	3,125.60	3,204.00				
	126,963.20	130,124.80	133,390.40	136,718.40	140,150.40	143,665.60	147,222.40	150,945.60	154,689.60	158,537.60	162,531.20	166,608.00				

UAW Wage Schedule

37.5 hrs	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	11.95	12.23	12.54	12.84	13.19	13.49	13.83	14.20	14.54	14.88	15.29	15.65	16.05	16.43	16.83	17.28
	448.13	458.63	470.25	481.50	494.63	505.88	518.63	532.50	545.25	558.00	573.38	586.88	601.88	616.13	631.13	648.00
	23,302.76	23,848.76	24,453.00	25,038.00	25,720.76	26,305.76	26,968.76	27,690.00	28,353.00	29,016.00	29,815.76	30,517.76	31,297.76	32,038.76	32,818.76	33,696.00
2	12.54	12.84	13.19	13.49	13.83	14.20	14.54	14.88	15.29	15.65	16.05	16.43	16.83	17.28	17.73	18.16
	470.25	481.50	494.63	505.88	518.63	532.50	545.25	558.00	573.38	586.88	601.88	616.13	631.13	648.00	664.88	681.00
	24,453.00	25,038.00	25,720.76	26,305.76	26,968.76	27,690.00	28,353.00	29,016.00	29,815.76	30,517.76	31,297.76	32,038.76	32,818.76	33,696.00	34,573.76	35,412.00
3	13.19	13.49	13.83	14.20	14.54	14.88	15.29	15.65	16.05	16.43	16.83	17.28	17.73	18.16	18.63	19.06
	494.63	505.88	518.63	532.50	545.25	558.00	573.38	586.88	601.88	616.13	631.13	648.00	664.88	681.00	698.63	714.75
	25,720.76	26,305.76	26,968.76	27,690.00	28,353.00	29,016.00	29,815.76	30,517.76	31,297.76	32,038.76	32,818.76	33,696.00	34,573.76	35,412.00	36,328.76	37,167.00
4	13.83	14.20	14.54	14.88	15.29	15.65	16.05	16.43	16.83	17.28	17.73	18.16	18.63	19.06	19.55	20.06
	518.63	532.50	545.25	558.00	573.38	586.88	601.88	616.13	631.13	648.00	664.88	681.00	698.63	714.75	733.13	752.25
	26,968.76	27,690.00	28,353.00	29,016.00	29,815.76	30,517.76	31,297.76	32,038.76	32,818.76	33,696.00	34,573.76	35,412.00	36,328.76	37,167.00	38,122.76	39,117.00
5	14.54	14.88	15.29	15.65	16.05	16.43	16.83	17.28	17.73	18.16	18.63	19.06	19.55	20.06	20.57	21.05
	545.25	558.00	573.38	586.88	601.88	616.13	631.13	648.00	664.88	681.00	698.63	714.75	733.13	752.25	771.38	789.38
	28,353.00	29,016.00	29,815.76	30,517.76	31,297.76	32,038.76	32,818.76	33,696.00	34,573.76	35,412.00	36,328.76	37,167.00	38,122.76	39,117.00	40,111.76	41,047.76
6	15.29	15.65	16.05	16.43	16.83	17.28	17.73	18.16	18.63	19.06	19.55	20.06	20.57	21.05	21.58	22.10
	573.38	586.88	601.88	616.13	631.13	648.00	664.88	681.00	698.63	714.75	733.13	752.25	771.38	789.38	809.25	828.75
	29,815.76	30,517.76	31,297.76	32,038.76	32,818.76	33,696.00	34,573.76	35,412.00	36,328.76	37,167.00	38,122.76	39,117.00	40,111.76	41,047.76	42,081.00	43,095.00
7	16.05	16.43	16.83	17.28	17.73	18.16	18.63	19.06	19.55	20.06	20.57	21.05	21.58	22.10	22.67	23.24
	601.88	616.13	631.13	648.00	664.88	681.00	698.63	714.75	733.13	752.25	771.38	789.38	809.25	828.75	850.13	871.50
	31,297.76	32,038.76	32,818.76	33,696.00	34,573.76	35,412.00	36,328.76	37,167.00	38,122.76	39,117.00	40,111.76	41,047.76	42,081.00	43,095.00	44,206.76	45,318.00
8	16.83	17.28	17.73	18.16	18.63	19.06	19.55	20.06	20.57	21.05	21.58	22.10	22.67	23.24	23.81	24.39
	631.13	648.00	664.88	681.00	698.63	714.75	733.13	752.25	771.38	789.38	809.25	828.75	850.13	871.50	892.88	914.63
	32,818.76	33,696.00	34,573.76	35,412.00	36,328.76	37,167.00	38,122.76	39,117.00	40,111.76	41,047.76	42,081.00	43,095.00	44,206.76	45,318.00	46,429.76	47,560.76
9	17.73	18.16	18.63	19.06	19.55	20.06	20.57	21.05	21.58	22.10	22.67	23.24	23.81	24.39	25.04	25.67
	664.88	681.00	698.63	714.75	733.13	752.25	771.38	789.38	809.25	828.75	850.13	871.50	892.88	914.63	939.00	962.63
	34,573.76	35,412.00	36,328.76	37,167.00	38,122.76	39,117.00	40,111.76	41,047.76	42,081.00	43,095.00	44,206.76	45,318.00	46,429.76	47,560.76	48,828.00	50,056.76
10	18.63	19.06	19.55	20.06	20.57	21.05	21.58	22.10	22.67	23.24	23.81	24.39	25.04	25.67	26.29	26.93
	698.63	714.75	733.13	752.25	771.38	789.38	809.25	828.75	850.13	871.50	892.88	914.63	939.00	962.63	985.88	1,009.88
	36,328.76	37,167.00	38,122.76	39,117.00	40,111.76	41,047.76	42,081.00	43,095.00	44,206.76	45,318.00	46,429.76	47,560.76	48,828.00	50,056.76	51,265.76	52,513.76
11	19.55	20.06	20.57	21.05	21.58	22.10	22.67	23.24	23.81	24.39	25.04	25.67	26.29	26.93	27.64	28.32
	733.13	752.25	771.38	789.38	809.25	828.75	850.13	871.50	892.88	914.63	939.00	962.63	985.88	1,009.88	1,036.50	1,062.00
	38,122.76	39,117.00	40,111.76	41,047.76	42,081.00	43,095.00	44,206.76	45,318.00	46,429.76	47,560.76	48,828.00	50,056.76	51,265.76	52,513.76	53,898.00	55,224.00
12	20.57	21.05	21.58	22.10	22.67	23.24	23.81	24.39	25.04	25.67	26.29	26.93	27.64	28.32	29.03	29.73
	771.38	789.38	809.25	828.75	850.13	871.50	892.88	914.63	939.00	962.63	985.88	1,009.88	1,036.50	1,062.00	1,088.63	1,114.88
	40,111.76	41,047.76	42,081.00	43,095.00	44,206.76	45,318.00	46,429.76	47,560.76	48,828.00	50,056.76	51,265.76	52,513.76	53,898.00	55,224.00	56,608.76	57,973.76
13	21.58	22.10	22.67	23.24	23.81	24.39	25.04	25.67	26.29	26.93	27.64	28.32	29.03	29.73	30.51	31.25
	809.25	828.75	850.13	871.50	892.88	914.63	939.00	962.63	985.88	1,009.88	1,036.50	1,062.00	1,088.63	1,114.88	1,144.13	1,171.88
	42,081.00	43,095.00	44,206.76	45,318.00	46,429.76	47,560.76	48,828.00	50,056.76	51,265.76	52,513.76	53,898.00	55,224.00	56,608.76	57,973.76	59,494.76	60,937.76
14	22.67	23.24	23.81	24.39	25.04	25.67	26.29	26.93	27.64	28.32	29.03	29.73	30.51	31.25	32.02	32.84
	850.13	871.50	892.88	914.63	939.00	962.63	985.88	1,009.88	1,036.50	1,062.00	1,088.63	1,114.88	1,144.13	1,171.88	1,200.75	1,231.50
	44,206.76	45,318.00	46,429.76	47,560.76	48,828.00	50,056.76	51,265.76	52,513.76	53,898.00	55,224.00	56,608.76	57,973.76	59,494.76	60,937.76	62,439.00	64,038.00

UAW Wage Schedule

37.5 hrs	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	23.81	24.39	25.04	25.67	26.29	26.93	27.64	28.32	29.03	29.73	30.51	31.25	32.02	32.84	33.65	34.49
	892.88	914.63	939.00	962.63	985.88	1,009.88	1,036.50	1,062.00	1,088.63	1,114.88	1,144.13	1,171.88	1,200.75	1,231.50	1,261.88	1,293.38
	46,429.76	47,560.76	48,828.00	50,056.76	51,265.76	52,513.76	53,898.00	55,224.00	56,608.76	57,973.76	59,494.76	60,937.76	62,439.00	64,038.00	65,617.76	67,255.76
16	25.04	25.67	26.29	26.93	27.64	28.32	29.03	29.73	30.51	31.25	32.02	32.84	33.65	34.49	35.37	36.25
	939.00	962.63	985.88	1,009.88	1,036.50	1,062.00	1,088.63	1,114.88	1,144.13	1,171.88	1,200.75	1,231.50	1,261.88	1,293.38	1,326.38	1,359.38
	48,828.00	50,056.76	51,265.76	52,513.76	53,898.00	55,224.00	56,608.76	57,973.76	59,494.76	60,937.76	62,439.00	64,038.00	65,617.76	67,255.76	68,971.76	70,687.76
17	26.29	26.93	27.64	28.32	29.03	29.73	30.51	31.25	32.02	32.84	33.65	34.49	35.37	36.25	37.15	38.08
	985.88	1,009.88	1,036.50	1,062.00	1,088.63	1,114.88	1,144.13	1,171.88	1,200.75	1,231.50	1,261.88	1,293.38	1,326.38	1,359.38	1,393.13	1,428.00
	51,265.76	52,513.76	53,898.00	55,224.00	56,608.76	57,973.76	59,494.76	60,937.76	62,439.00	64,038.00	65,617.76	67,255.76	68,971.76	70,687.76	72,442.76	74,256.00
18	27.64	28.32	29.03	29.73	30.51	31.25	32.02	32.84	33.65	34.49	35.37	36.25	37.15	38.08	39.03	40.01
	1,036.50	1,062.00	1,088.63	1,114.88	1,144.13	1,171.88	1,200.75	1,231.50	1,261.88	1,293.38	1,326.38	1,359.38	1,393.13	1,428.00	1,463.63	1,500.38
	53,898.00	55,224.00	56,608.76	57,973.76	59,494.76	60,937.76	62,439.00	64,038.00	65,617.76	67,255.76	68,971.76	70,687.76	72,442.76	74,256.00	76,108.76	78,019.76
19	29.03	29.73	30.51	31.25	32.02	32.84	33.65	34.49	35.37	36.25	37.15	38.08	39.03	40.01	41.03	42.02
	1,088.63	1,114.88	1,144.13	1,171.88	1,200.75	1,231.50	1,261.88	1,293.38	1,326.38	1,359.38	1,393.13	1,428.00	1,463.63	1,500.38	1,538.63	1,575.75
	56,608.76	57,973.76	59,494.76	60,937.76	62,439.00	64,038.00	65,617.76	67,255.76	68,971.76	70,687.76	72,442.76	74,256.00	76,108.76	78,019.76	80,008.76	81,939.00

UAW Wage Schedule

40 hrs	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	11.95	12.23	12.54	12.84	13.19	13.49	13.83	14.20	14.54	14.88	15.29	15.65	16.05	16.43	16.83	17.28
	478.00	489.20	501.60	513.60	527.60	539.60	553.20	568.00	581.60	595.20	611.60	626.00	642.00	657.20	673.20	691.20
	24,856.00	25,438.40	26,083.20	26,707.20	27,435.20	28,059.20	28,766.40	29,536.00	30,243.20	30,950.40	31,803.20	32,552.00	33,384.00	34,174.40	35,006.40	35,942.40
2	12.54	12.84	13.19	13.49	13.83	14.20	14.54	14.88	15.29	15.65	16.05	16.43	16.83	17.28	17.73	18.16
	501.60	513.60	527.60	539.60	553.20	568.00	581.60	595.20	611.60	626.00	642.00	657.20	673.20	691.20	709.20	726.40
	26,083.20	26,707.20	27,435.20	28,059.20	28,766.40	29,536.00	30,243.20	30,950.40	31,803.20	32,552.00	33,384.00	34,174.40	35,006.40	35,942.40	36,878.40	37,772.80
3	13.19	13.49	13.83	14.20	14.54	14.88	15.29	15.65	16.05	16.43	16.83	17.28	17.73	18.16	18.63	19.06
	527.60	539.60	553.20	568.00	581.60	595.20	611.60	626.00	642.00	657.20	673.20	691.20	709.20	726.40	745.20	762.40
	27,435.20	28,059.20	28,766.40	29,536.00	30,243.20	30,950.40	31,803.20	32,552.00	33,384.00	34,174.40	35,006.40	35,942.40	36,878.40	37,772.80	38,750.40	39,644.80
4	13.83	14.20	14.54	14.88	15.29	15.65	16.05	16.43	16.83	17.28	17.73	18.16	18.63	19.06	19.55	20.06
	553.20	568.00	581.60	595.20	611.60	626.00	642.00	657.20	673.20	691.20	709.20	726.40	745.20	762.40	782.00	802.40
	28,766.40	29,536.00	30,243.20	30,950.40	31,803.20	32,552.00	33,384.00	34,174.40	35,006.40	35,942.40	36,878.40	37,772.80	38,750.40	39,644.80	40,664.00	41,724.80
5	14.54	14.88	15.29	15.65	16.05	16.43	16.83	17.28	17.73	18.16	18.63	19.06	19.55	20.06	20.57	21.05
	581.60	595.20	611.60	626.00	642.00	657.20	673.20	691.20	709.20	726.40	745.20	762.40	782.00	802.40	822.80	842.00
	30,243.20	30,950.40	31,803.20	32,552.00	33,384.00	34,174.40	35,006.40	35,942.40	36,878.40	37,772.80	38,750.40	39,644.80	40,664.00	41,724.80	42,785.60	43,784.00
6	15.29	15.65	16.05	16.43	16.83	17.28	17.73	18.16	18.63	19.06	19.55	20.06	20.57	21.05	21.58	22.10
	611.60	626.00	642.00	657.20	673.20	691.20	709.20	726.40	745.20	762.40	782.00	802.40	822.80	842.00	863.20	884.00
	31,803.20	32,552.00	33,384.00	34,174.40	35,006.40	35,942.40	36,878.40	37,772.80	38,750.40	39,644.80	40,664.00	41,724.80	42,785.60	43,784.00	44,886.40	45,968.00
7	16.05	16.43	16.83	17.28	17.73	18.16	18.63	19.06	19.55	20.06	20.57	21.05	21.58	22.10	22.67	23.24
	642.00	657.20	673.20	691.20	709.20	726.40	745.20	762.40	782.00	802.40	822.80	842.00	863.20	884.00	906.80	929.60
	33,384.00	34,174.40	35,006.40	35,942.40	36,878.40	37,772.80	38,750.40	39,644.80	40,664.00	41,724.80	42,785.60	43,784.00	44,886.40	45,968.00	47,153.60	48,339.20
8	16.83	17.28	17.73	18.16	18.63	19.06	19.55	20.06	20.57	21.05	21.58	22.10	22.67	23.24	23.81	24.39
	673.20	691.20	709.20	726.40	745.20	762.40	782.00	802.40	822.80	842.00	863.20	884.00	906.80	929.60	952.40	975.60
	35,006.40	35,942.40	36,878.40	37,772.80	38,750.40	39,644.80	40,664.00	41,724.80	42,785.60	43,784.00	44,886.40	45,968.00	47,153.60	48,339.20	49,524.80	50,731.20
9	17.73	18.16	18.63	19.06	19.55	20.06	20.57	21.05	21.58	22.10	22.67	23.24	23.81	24.39	25.04	25.67
	709.20	726.40	745.20	762.40	782.00	802.40	822.80	842.00	863.20	884.00	906.80	929.60	952.40	975.60	1,001.60	1,026.80
	36,878.40	37,772.80	38,750.40	39,644.80	40,664.00	41,724.80	42,785.60	43,784.00	44,886.40	45,968.00	47,153.60	48,339.20	49,524.80	50,731.20	52,083.20	53,393.60
10	18.63	19.06	19.55	20.06	20.57	21.05	21.58	22.10	22.67	23.24	23.81	24.39	25.04	25.67	26.29	26.93
	745.20	762.40	782.00	802.40	822.80	842.00	863.20	884.00	906.80	929.60	952.40	975.60	1,001.60	1,026.80	1,051.60	1,077.20
	38,750.40	39,644.80	40,664.00	41,724.80	42,785.60	43,784.00	44,886.40	45,968.00	47,153.60	48,339.20	49,524.80	50,731.20	52,083.20	53,393.60	54,683.20	56,014.40
11	19.55	20.06	20.57	21.05	21.58	22.10	22.67	23.24	23.81	24.39	25.04	25.67	26.29	26.93	27.64	28.32
	782.00	802.40	822.80	842.00	863.20	884.00	906.80	929.60	952.40	975.60	1,001.60	1,026.80	1,051.60	1,077.20	1,105.60	1,132.80
	40,664.00	41,724.80	42,785.60	43,784.00	44,886.40	45,968.00	47,153.60	48,339.20	49,524.80	50,731.20	52,083.20	53,393.60	54,683.20	56,014.40	57,491.20	58,905.60
12	20.57	21.05	21.58	22.10	22.67	23.24	23.81	24.39	25.04	25.67	26.29	26.93	27.64	28.32	29.03	29.73
	822.80	842.00	863.20	884.00	906.80	929.60	952.40	975.60	1,001.60	1,026.80	1,051.60	1,077.20	1,105.60	1,132.80	1,161.20	1,189.20
	42,785.60	43,784.00	44,886.40	45,968.00	47,153.60	48,339.20	49,524.80	50,731.20	52,083.20	53,393.60	54,683.20	56,014.40	57,491.20	58,905.60	60,382.40	61,838.40
13	21.58	22.10	22.67	23.24	23.81	24.39	25.04	25.67	26.29	26.93	27.64	28.32	29.03	29.73	30.51	31.25
	863.20	884.00	906.80	929.60	952.40	975.60	1,001.60	1,026.80	1,051.60	1,077.20	1,105.60	1,132.80	1,161.20	1,189.20	1,220.40	1,250.00
	44,886.40	45,968.00	47,153.60	48,339.20	49,524.80	50,731.20	52,083.20	53,393.60	54,683.20	56,014.40	57,491.20	58,905.60	60,382.40	61,838.40	63,460.80	65,000.00
14	22.67	23.24	23.81	24.39	25.04	25.67	26.29	26.93	27.64	28.32	29.03	29.73	30.51	31.25	32.02	32.84
	906.80	929.60	952.40	975.60	1,001.60	1,026.80	1,051.60	1,077.20	1,105.60	1,132.80	1,161.20	1,189.20	1,220.40	1,250.00	1,280.80	1,313.60
	47,153.60	48,339.20	49,524.80	50,731.20	52,083.20	53,393.60	54,683.20	56,014.40	57,491.20	58,905.60	60,382.40	61,838.40	63,460.80	65,000.00	66,601.60	68,307.20

UAW Wage Schedule

40 hrs	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	22.89	23.45	24.08	24.68	25.28	25.89	26.58	27.23	27.91	28.59	29.34	30.05	30.79	31.58	32.36	33.16
	915.71	937.90	963.38	987.22	1,011.06	1,035.72	1,063.26	1,089.15	1,116.28	1,143.40	1,173.41	1,202.18	1,231.77	1,263.00	1,294.24	1,326.30
	47,616.82	48,770.90	50,095.97	51,335.54	52,575.12	53,857.44	55,289.36	56,635.80	58,046.35	59,456.90	61,017.06	62,513.10	64,051.88	65,676.16	67,300.43	68,967.44
16	24.08	24.68	25.28	25.89	26.58	27.23	27.91	28.59	29.34	30.05	30.79	31.58	32.36	33.16	34.01	34.86
	963.38	987.22	1,011.06	1,035.72	1,063.26	1,089.15	1,116.28	1,143.40	1,173.41	1,202.18	1,231.77	1,263.00	1,294.24	1,326.30	1,360.41	1,394.52
	50,095.97	51,335.54	52,575.12	53,857.44	55,289.36	56,635.80	58,046.35	59,456.90	61,017.06	62,513.10	64,051.88	65,676.16	67,300.43	68,967.44	70,741.32	72,515.20
17	25.28	25.89	26.58	27.23	27.91	28.59	29.34	30.05	30.79	31.58	32.36	33.16	34.01	34.86	35.72	36.62
	1,011.06	1,035.72	1,063.26	1,089.15	1,116.28	1,143.40	1,173.41	1,202.18	1,231.77	1,263.00	1,294.24	1,326.30	1,360.41	1,394.52	1,428.64	1,464.80
	52,575.12	53,857.44	55,289.36	56,635.80	58,046.35	59,456.90	61,017.06	62,513.10	64,051.88	65,676.16	67,300.43	68,967.44	70,741.32	72,515.20	74,289.07	76,169.81
18	26.58	27.23	27.91	28.59	29.34	30.05	30.79	31.58	32.36	33.16	34.01	34.86	35.72	36.62	37.53	38.47
	1,063.26	1,089.15	1,116.28	1,143.40	1,173.41	1,202.18	1,231.77	1,263.00	1,294.24	1,326.30	1,360.41	1,394.52	1,428.64	1,464.80	1,501.38	1,538.78
	55,289.36	56,635.80	58,046.35	59,456.90	61,017.06	62,513.10	64,051.88	65,676.16	67,300.43	68,967.44	70,741.32	72,515.20	74,289.07	76,169.81	78,071.92	80,016.77
19	27.91	28.59	29.34	30.05	30.79	31.58	32.36	33.16	34.01	34.86	35.72	36.62	37.53	38.47	39.45	40.40
	1,116.28	1,143.40	1,173.41	1,202.18	1,231.77	1,263.00	1,294.24	1,326.30	1,360.41	1,394.52	1,428.64	1,464.80	1,501.38	1,538.78	1,577.83	1,616.05
	58,046.35	59,456.90	61,017.06	62,513.10	64,051.88	65,676.16	67,300.43	68,967.44	70,741.32	72,515.20	74,289.07	76,169.81	78,071.92	80,016.77	82,047.11	84,034.70

Appendix B

Program Change Requests		Dept. Request	Adopted
General Fund			
Assessing			
33	NRAAO / IAAO / OFF Training	$1,400	$1,400
34	Training	$1,000	$0
	Assessing Deptartment Total	**$2,400**	**$1,400**
City Clerk			
18	May/June 2024 State Primary Election	$71,750	$0
19	Ward Officials Salary Increase	$11,880	$11,880
20	Election Signage	$3,900	$3,900
21	Election Stanchions	$3,300	$0
22	Elections Ward Official Training	$2,500	$2,500
23	Leadership Concord	$1,250	$1,250
24	Election Truck Rental	$3,600	$0
	City Clerk Deptartment Total	**$98,180**	**$19,530**
Community Development			
53	Code Div: Department Supplies	$300	$0
54	Code Div: Boot Stipend Increase	$960	$960
55	Engineering Div: Overtime	$19,000	$12,000
56	Admin Div: CD Specialist Dues	$260	$0
57	Admin Div: Training	$2,000	$2,000
58	Admin Div: EnerGov Conference	$3,680	$3,680
59	Admin Div: EnerGov Software Annual Maintenance	$5,000	$5,000
60	Admin Div: Permit Tracker Software Maintenance	($250)	($250)
61	Admin Div: DCM-D Dues	($230)	($230)
62	Code Div: Mileage reimbursement	$4,000	$2,000
63	Code Div: Professional Development (1)	$1,600	$800
64	Code Div: Professional Development (2)	$1,600	$800
65	Code Div: Professional Development (3)	$2,000	$800
66	Code Div: Professional Development (4)	$1,300	$800
67	Code Div: Professional Development (5)	$1,800	$800
68	CD Engineering: Receipt Check Scanner	$4,000	$0
69	Planning Div: Trails and Open Space Ranger	$3,237	$3,237
70	Planning Div: Assistant City Planner	$3,020	$3,020
71	Engineering Div: Convert Engineering Aid to Tech 1	$575	$575
74	Engineering Div: Senior Engineering Tech	$88,055	$88,055
75	Engineering Div: Engineering Tech 1	$79,100	$0
77	Engineering Div: Engineering Tech 1 to Tech 2	$3,950	$0
89	Workstation for New Position	$5,000	$0
94	GIS Labor Grade Increase	$14,000	$14,000

Appendix B

Program Change Requests		Dept. Request	Adopted
	Community Development Deptartment Total	**$243,957**	**$138,047**
Finance			
113	ERP eProcurment Annual Maintenance	$3,193	$3,193
114	Auxiliary Energy Management Services	$2,000	$2,000
	Finance Deptartment Total	**$5,193**	**$5,193**
Fire			
33	Increase Technical Rescue Dept Supplies	$550	$550
34	Increase Professional Services - boat	$250	$250
35	Boat Replacement	$7,500	$0
36	Swiftwater PPE Equipment Replacement	$1,000	$1,000
37	Technical Rescue Enclosed Trailer	$12,000	$0
38	Swiftwater/Flood Enclosed Trailer Lettering	$1,200	$1,200
40	Increase Broadway Repairs & Maintenance	$500	$500
41	Increase Broadway Building Supplies	$250	$250
42	Station Washer & Dryers	$10,500	$10,500
43	Station Wi-Fi	$3,600	$3,600
46	Smoke Machine & Mannequin Replacement	$18,400	$0
47	Fire Burn (Conex) Replacement	$12,000	$12,000
48	Quarterly Backfill Training Coverage	$52,000	$26,000
49	Departmental Supplies Increase-EMS	$3,800	$3,800
50	Ventilator Service Contract	$4,830	$4,830
51	Imagetrend Software Contract (Increase 3% /Year)	$6,261	$6,261
54	Compliance and Privacy Officer Training	$2,550	$2,550
55	Paramedic Education Tuition	$21,850	$21,850
59	Personal Protective Equipment PPE - Increase	$10,000	$0
60	Peak Load Dispatcher	$88,054	$0
61	Fire Prevention Plans Review Monitors	$3,500	$3,500
63	Fire Prevention - Sit to Stand Desks	$12,000	$0
64	Fire Inspector	$83,606	$0
67	PEAC Software	$500	$500
69	Radiological Monitors	$1,500	$1,500
72	Increase Software/Hardware Maint-Comm	$1,275	$1,275
74	Outside Traffic Vendor	$25,000	$0
75	Headquarters Concrete Stair Replacement	$8,200	$8,200
76	Central Station Repairs & Maintenance Increase	$1,710	$1,710
77	Heights Repairs & Maintenance Increase	$880	$880
78	Manor Repairs & Maintenance Increase	$1,150	$1,150
79	Overtime SCBA Technical Services	$15,250	$15,250
80	Ground Ladder Testing Increase	$1,555	$1,555

Appendix B

Program Change Requests		Dept. Request	Adopted
82	Central Station Repairs & Maintenance Increase	$675	$675
83	Central Station Professional Services Increase	$50	$50
84	Central Station Office Supplies Increase	$50	$50
85	Central Station Building Supplies Increase	$335	$335
86	Central Departmental Supplies Increase	$125	$125
87	Professional Development Funding - Reestablish	$5,000	$0
88	Jet Ski Maintenance & Repair	$600	$600
89	Establish Professinal Development Training	$99,145	$0
	Fire Deptartment Total	**$519,201**	**$132,496**
General Services			
158	Fleet - Auto Parts Cost Increases	$30,000	$20,000
159	Fleet - Outside Services Cost Increases	$25,000	$20,000
160	Fleet - Software and Hardware Cost Increases	$2,640	$2,640
161	Fleet - CDL Entry-Level Driver Training	$60,000	$20,000
162	Highways - South Main Street Restriping	$6,000	$6,000
163	Highways - Guardrail Replacement - North Spring	$27,500	$0
169	PPD - Building Supplies Increased Costs	$5,880	$5,880
170	PPD - Chemical Costs Increases	$6,600	$6,600
171	PPD - BMS Training	$5,000	$0
172	PPD - Automatic Glycol Feeder for the COMF	$2,500	$0
173	PPD - Overtime for CSD Properties Voting Setup	$1,200	$0
189	PPD - PPD Supervisor Labor Grade Adjustment	$12,200	$0
191	Highways - Shared Laborer/Truck Driver	$26,840	$26,840
192	Administration - Emerging Department Leadership	$1,467	$1,467
194	PPD - Retirement Related Staffing Alignment	($6,690)	($6,690)
195	GSD - Boot Cost Increases - All Divisions	$3,660	$3,660
	General Services Deptartment Total	**$209,797**	**$106,397**
Human Resources			
24	Tyler Conference - 2024	$3,150	$3,150
26	Class and Compensation Study	$80,000	$80,000
27	Add an FTE to HR	$104,834	$0
28	Referral Bonus	$23,830	$23,830
29	Paid Family Medical Leave	$78,360	$78,360
	Human Resources Deptartment Total	**$290,174**	**$185,340**
Human Services			
7	Increase the Adm. Specialist II hours	$5,520	$5,520
	Human Services Deptartment Total	**$5,520**	**$5,520**
Information Technology			

Appendix B

Program Change Requests		Dept. Request	Adopted
36	Change System Analyst 2 to System Administrator 2	($38,490)	($38,490)
37	Over time	$12,000	$5,000
38	Password manager	$12,000	$12,000
39	Patch management	$4,300	$4,300
40	Centralized logging	$2,500	$2,500
	Information Technology Deptartment Total	**($7,690)**	**($14,690)**
Legal			
14	Part-time Assistant City Prosecutor	$66,600	$66,600
	Legal Deptartment Total	**$66,600**	**$66,600**
Parks & Recreation			
25	Change Fiscal Super LG to 16	$4,160	$0
51	New Full Time Employee	$71,000	$71,000
52	Position Upgrade	$7,500	$0
53	Position Upgrade	$3,500	$3,500
54	Position Upgrade	$6,000	$6,000
55	Elimiate PT position	($11,000)	($11,000)
56	Staff Training	$5,900	$0
57	Tree Service	$20,000	$20,000
58	Stickney Tomb Mausoleum	$8,000	$8,000
59	Electric Powered chain saw	$800	$0
60	Boot Allowance	$1,080	$1,080
61	Stickney Tomb Mausoleum	($8,000)	($8,000)
	Parks & Recreation Deptartment Total	**$108,940**	**$90,580**
Police			
106	LEADS Online	$7,900	$7,900
107	Winter Coat Replacement	$36,000	$0
110	Advertising/ Recruitment Expenses	$2,500	$2,500
113	CNHSOU Training	$9,000	$9,000
114	Ammunition Expenses	$7,500	$7,500
119	Leadership Greater Concord	$1,250	$1,250
120	SRO - Rundlett Middle School	$125,044	$0
122	State Accreditation	$1,500	$1,500
123	Property Room Technician	$5,200	$0
124	CVSA - Pre Employment Screening	$15,000	$15,000
125	Police Dispatcher	$70,577	$0
126	Concord Police Outreach Social Worker	$44,476	$66,713
127	Educational Degree Bonus (Contractual)	$3,500	$0
128	Evidence Equipment Maintenance	$1,500	$1,500

Appendix B

Program Change Requests		Dept. Request	Adopted
129	Police Social Worker MSW	$84,190	$84,190
130	PowerEngage	$10,800	$10,800
132	SRO - Rundlett Middle School	($93,780)	$0
133	Police Social Worker MSW - Opioid Grant	($84,190)	($84,190)
	Police Deptartment Total	**$247,966**	**$123,663**
	General Fund Total	**$1,790,238**	**$860,076**
Parking Fund			
City Manager			
86	Online Permitting Module - Annual Maintenance	$15,000	$15,000
87	Credit Card Transaction Fees for On-Line Permits	$24,000	$24,000
90	Winter Parking Ban City Operated Impound Lot	$29,972	$29,972
	City Manager Deptartment Total	**$68,972**	**$68,972**
	Parking Fund Total	**$68,972**	**$68,972**
Airport Fund			
Community Development			
81	Airport: On-Call Airport Services Retainer	$5,000	$5,000
82	Airport: Wings and Wheels Event	$5,000	$5,000
83	Airport: United Therapeutics Lease	($45,190)	($45,190)
84	Airport: NH Department of Safety Lease	($3,490)	($3,490)
	Community Development Deptartment Total	**($38,680)**	**($38,680)**
	Airport Fund Total	**($38,680)**	**($38,680)**
Conservation Property Fund			
Community Development			
76	Planning Div: Assistant City Planner	$207	$207
	Community Development Deptartment Total	**$207**	**$207**
	Conservation Property Fund Total	**$207**	**$207**
Golf Fund			
Finance			
109	Laborer/Truck Driver	$50,696	$50,696
110	Grounds and Horticultural	$10,000	$7,500
111	Tree Specialist Work	$3,000	$3,000
112	Auto Parts	$5,000	$5,000
113	Range Ball Washer	$3,500	$3,500
114	Fuel Monitoring System	$5,000	$0
115	10th tee reconstruction	$3,000	$3,000
116	New Rental Push Carts	$1,800	$1,800

Appendix B

Program Change Requests		Dept. Request	Adopted
117	Building and Repairs	$15,000	$0
118	Shipping	$2,000	$0
	Finance Deptartment Total	**$98,996**	**$74,496**
	Golf Fund Total	**$98,996**	**$74,496**
Arena Fund			
General Services			
190	Arena - A&P Manager Labor Grade Adjustment	$12,810	$0
196	Arena - Boot Cost Increases	$120	$120
199	Arena - Staff Jackets	$985	$0
200	Arena - Staff Training	$1,000	$0
201	Arena - Software Replacement	$3,920	$3,920
202	Arena - Hockey Game Goals Replacement	$2,450	$2,450
203	Arena - COGS for Snack Bar	$9,880	$9,880
	General Services Deptartment Total	**$31,165**	**$16,370**
	Arena Fund Total	**$31,165**	**$16,370**
Solid Waste Fund			
General Services			
157	Solid Waste - Conferences and Workshops	$1,500	$1,500
	General Services Deptartment Total	**$1,500**	**$1,500**
	Solid Waste Fund Total	**$1,500**	**$1,500**
Penacook Village TIF			
Community Development			
85	PVTIF - Canal St Park Opertating Costs	$32,400	$0
86	PVTIF - Increased Contribution to EDR	$10,000	$10,000
88	PVTIF - Route 4 Maintenance per NHDOT Agreements	$10,000	$10,000
	Community Development Deptartment Total	**$52,400**	**$20,000**
	Penacook Village TIF Total	**$52,400**	**$20,000**
Water Fund			
Community Development			
72	Engineering Div: Convert Engineering Aid to Tech 1	$2,590	$2,590
78	Engineering Div: Engineering Tech 1 to Tech 2	$220	$0
	Community Development Deptartment Total	**$2,810**	**$2,590**
General Services			
164	Water - Chemical Cost Increases	$225,000	$225,000
165	Water - Professional Development	$1,530	$3,000
166	Water - Professional Services Cost Increases	$6,730	$0

Appendix B

Program Change Requests		Dept. Request	Adopted
167	Water - Departmental Supplies Cost Increases	$3,710	$3,710
168	Water - Building Supplies Cost Increases	$830	$830
193	Administration - APWA PWX Conference	$2,950	$0
197	Water - Boot Cost Increases - All Divisions	$1,080	$1,080
	General Services Deptartment Total	**$241,830**	**$233,620**
	Water Fund Total	**$244,640**	**$236,210**
Wastewater Fund			
Community Development			
73	Engineering Div: Convert Engineering Aid to Tech 1	$2,590	$2,590
79	Engineering Div: Engineering Tech 1 to Tech 2	$220	$0
	Community Development Deptartment Total	**$2,810**	**$2,590**
General Services			
174	Wastewater - Caustic Tank Replacement	$10,000	$0
175	Wastewater - Chemical Containment Berm Repair	$35,000	$35,000
176	Wastewater - Chemical Costs Increases - Hall St.	$120,000	$120,000
177	Wastewater - Chemical Cost Increases - Penacook	$6,000	$6,000
178	Wastewater - Exterior Door Repair and Replacement	$12,000	$0
179	Wastewater - Process Flow Meter Replacement	$18,000	$0
180	Wastewater - Furnace Chimney Repair	$15,000	$0
181	Wastewater - Laboratory Equipment Replacement	$5,000	$0
182	Wastewater - pH Adjustment Chemical	$135,000	$135,000
183	Wastewater - Muffin Monster Rebuilds	$12,000	$0
184	Wastewater - Repairs/Maint. Cost Increases - Hall.	$7,750	$7,750
185	Wastewater - Repairs/Maint. Cost Increases - Pena.	$1,650	$1,650
186	Wastewater - Repairs/Maint. Cost Increases - Pump.	$800	$800
187	Wastewater - Camera System Repair	$7,500	$0
188	Wastewater - UST Leak Detection Equipment	$20,000	$0
198	Wastewater - Boot Cost Increases - All Divisions	$1,380	$1,380
204	Wastewater - Crew Leader Labor Grade Adjustment	$4,530	$0
205	Wastewater - PFAS Sampling	$20,000	$0
	General Services Deptartment Total	**$431,610**	**$307,580**
	Wastewater Fund Total	**$434,420**	**$310,170**
	All Funds Total	**$2,683,858**	**$1,549,321**

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

Appendix C

F. EMPLOYEE COMPENSATION AND BENEFITS

Goal F1 Historically, the biggest factors forcing budget growth are increases in employee compensation and increased benefits costs. The City should have a compensation and benefit program that: (a) reflects the value of work performed by our employees; (b) includes incentives for superior job performance; (c) compares favorably with the compensation and benefits paid for similar work in the private and public sectors, and (d) considers the ability of the community to pay. Both our employees and the public must understand the mutual respect that such a policy warrants. Review compensation plan every 3-5 years for comparability to other municipalities and the private sector.

Goal F2 Create an incentive program to reward high achieving employees that are not covered as part of a collective bargaining agreement. Recipients should be no more than 5% of non-contractual work force and amounts shall be no more than 2% of employee's annual salary.

Goal F3 Reduce the annual escalation of health insurance benefit costs by requiring employees and retirees to bear an equitable portion of annual premium increases and consider the cost of Health Insurance, Retirement and other related benefits when determining wage increases for both contractual and non-contractual employees.

Goal F4 Review retiree health insurance cost structure and reduce obligations as necessary.

G. ENTERPRISE, SPECIAL REVENUE AND OTHER FUNDS MANAGEMENT

Goal G1 Maintain financially self-supporting enterprise funds with healthy financial positions.

Goal G2 Maintain infrastructure, plant and facilities, and financial management, using proven industry-wide best practices to assure regulatory compliance and, system reliability and minimize the risk of infrastructure failure.

Goal G3 Support planned economic development to attract and retain businesses through competitive rates and fees.

Goal G4 Promote resource conservation and efficiency (water, electricity, fuel etc.).

Goal G5 Other Funds. Other special revenue funds and trust funds shall only be used to support intended expenditures, i.e. Cemetery Perpetual Care and General Maintenance, Cemetery Flowers and Library Books and those created specifically for the purpose of supporting general capital and maintenance expenditures

Goal G6 Every attempt shall be made to allocate General Fund overhead costs to enterprise and special revenue funds on a fair and consistent basis.

H. FUND BALANCES

See separate Fund Balance, Reserves and CIP Spending Priority Policy.

Appendix C

I. MUNICIPAL SERVICES EXPENDITURES AND REVENUES

Goal I1 Focus efforts to reduce expense growth for all City expenses.

Goal I2 Focus efforts to increase revenues and find new revenue sources wherever possible.

Goal I3 Promote competitiveness with both the public and private sector in the delivery of services. Benchmarking should be promoted for all city services. Assess aspects of municipal operations for which privatization could reduce municipal costs.

Goal I4 Evaluate the impact of subsurface utilities and other entities on road maintenance and repairs, and recover all costs that can be fairly allocated to those utilities/entities.

Goal I5 Review impact fee coverage and the application of the impact fee ordinance.

Goal I6 Consider an entrepreneurial approach to enhancing revenues. This should be done without detracting from the provision of public services to the City. It should generate a reasonable annual return on investment and expose the City to minimal financial risk.

Goal I7 Periodically, conduct a thorough review of the City's fees and charges and recommend changes to the City Council as necessary.

Goal I8 Seek payments in-lieu-of taxes from charitable institutions, and other governmental agencies that benefit from or receive city services.

J. TAX RATE MANAGEMENT

Goal J1 Maintain a tax rate management policy that limits tax rate growth to near CPI level plus new programs or services and real new growth in property valuation.

Goal J2 Tax rate target – the Fiscal Policy Advisory Committee should consider whether to recommend setting a tax rate target for the upcoming fiscal year budget no later than the February FPAC meeting.

Fund Balance, Reserves and CIP Spending Priority Policy

I. PURPOSE

This policy establishes the requirements for prudent care and management of City funds, provides for the proper execution of the City's fund balance to ensure the financial stability of the City, and codifies the spending priority of capital project revenues.

II. ACCOUNTABILITY

The City Manager and Deputy City Manager/Finance in conjunction with the City's Fiscal Policy Advisory Committee and City Council, shall oversee compliance of this policy.

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.

Appendix D

FUND STRUCTURE

As a governmental organization, the City of Concord utilizes a fund accounting structure where financial activities are aggregated for specific purposes.

The General Fund is the largest fund and encompasses the more traditional governmental services. The General fund is primarily funded by property taxes. General fund revenues are listed in detail by function and classification at the beginning of the budget document, followed by General fund department appropriation recommendations. The General fund is considered a major fund.

The Cemetery Permanent Fund is a now 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 Parking, Airport, Conservation Property, Revolving Loan, 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 Annual Comprehensive Financial Report (ACFR) 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, Impact Fee, Grants and Donations, 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 ACFR.

BASIS for ACCOUNTING and BUDGETING

Basis for Accounting - when revenues, expenditures, and related assets and liabilities are recognized and reported on the entity's financial statements.

Appendix D

The modified accrual basis of accounting is used by all General, Special Revenue, and Capital Project funds. This means that revenues are recognized when they become both "measurable" and "available" - "measurable" meaning that the amount of the transaction can be determined, and "available" meaning that it is collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. For these purposes, the City considers certain revenues related to the current period to be "available" if they are collected within 60 days of the end of the current period. Expenditures are recorded when liabilities are incurred, with the exception of principal and interest payments on long-term debt, which are recognized as expenditures when due.

The accrual basis of accounting is utilized by all Enterprise funds, where revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

Appropriations in all operating Funds lapse at year-end, however, encumbrances and amounts specifically designed to be carried forward to the subsequent year (i.e., multi-year capital projects and approved grants and donations) do not lapse.

Basis for Budgeting - The City's basis for budgeting is consistent with Generally Accepted Accounting Principles (GAAP) and with the City's financial statements as presented in the Annual Comprehensive Financial Report (ACFR). 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.

Appendix D

Amendment - No appropriation shall be made for any purpose not included in the annual budget unless voted by two-thirds majority of the Council after a public hearing is held to discuss said appropriation. The Council shall, by resolution, designate the source of any money so appropriated.

Budget Control - At the beginning of each quarterly period during the fiscal year and more often if required by the City Council, the City Manager shall submit to the City Council data showing the relationship between the estimated and actual income and expenses to date, and if it shall appear that the income is less than anticipated, the City Council or City Manager with approval of the City Council, may reduce the appropriation for any item or items, except amounts required for debt and interest charges, to such a degree as may be necessary to keep expenditures within the cash income. The City Manager may provide for monthly or quarterly allotments of appropriations to departments, funds, or agencies under such rules as the City Manager shall prescribe.

Annual Report of Financial Results - Following the end of the budget accounting period, the City prepares (in accordance with Generally Accepted Auditing Standards) and distributes a Annual Comprehensive Financial Report (ACFR) audited by an independent accounting firm. This ACFR includes a comparison of budgeted to actual revenues and expenditures. The ACFR 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.

Appendix D

Classifications - Revenue

Property Taxes
- Property Taxes

Other Taxes
- Timber Tax
- Payment-In-Lieu-of-Tax (PILOT)
- Excavation Activity 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 - Grts & Donations
- 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
- Transfer In - SBTIF Cap

Capital Contribution
- Utility Investment Fee

Use of Fund Bal/RE
- Use of Fund Balance

Motor Vehicle Reg
- Motor Vehicle Registrations

Appendix D

Dept Service Charges
- MV Transportation Surcharge
- MV Transportation Admin
- MV Waste Disposal
- MV State Agent Admin
- Reports, Prints, and Copies
- Recording Fees
- 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
- Loan Repayments

Parking-Metered
- Metered Parking
- Metered Parking Cards

Water Sales
- Water Usage
- Water Availability

Wastewater Sales
- Sewer Usage
- Sewer Fixed Charges
- 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

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

Appendix D

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 Deductible
- 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
- Contingency

Transfer Out

- Transfer Out - Trust
- Transfer Out - General
- Transfer Out - Inspection
- Transfer Out - Parking
- Transfer Out -Grts & Donations
- Transfer Out - Solid Waste
- Transfer Out - Gen Cap Proj
- 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.

ACFR (Annual Comprehensive Financial Report) - The ACFR is the industry standard financial report for local governments. The City of Concord's ACFR is recognized as meeting the highest possible level of reporting excellence and complies completely with GAAP.

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.

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) 1040 hrs / 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 Annual Comprehensive Financial Report (ACFR).

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 44,006 as of July 1, 2021, a 0.07% increase over the last official census as of July 2020 number of 43,976, and occupies a land area of 64 square miles.

Concord was originally settled in 1727, incorporated in 1765, and established as the state capital in 1808. Government is by an elected 15-member council and an appointed City Manager. The City also serves as the Merrimack County seat and Federal Court seat. Two separate school districts serve the City - the Concord School District and the Merrimack Valley School District.

Policymaking and legislative authority are vested by City Charter in the 15-member Council. Under the Charter, originally adopted in 1853, and most recently amended in 2012, the appointed City Manager is solely responsible for carrying out the policies and ordinances of the City Council. The Council is elected on a non-partisan basis. Ten ward councilors, and the mayor, are elected every two years. The four remaining "at-large" councilors are elected to staggered 4-year terms, two every two years. The current mayor is former City Councilor James P. Bouley who was first elected mayor in November 2007. In November 2021 he was re-elected for his eighth 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 courseand ice arena; library and recreational facilities and programs; human services; planning, economic and community development, and code enforcement services.

Local Economy

Fiscal year 2022 brought about a transition from the coronavirus pandemic that had enveloped our community and nation toward a post-pandemic era. While the City continued to take steps to aid in the mitigation of the health and economic impact of the virus to its employees and citizens, we were largely focused on returning operations to normal. The City applied for and recognized revenues from a variety of sources, including $2,357,824 from the American Rescue Plan Act, $3,398 from the State of New Hampshire Governor's Office for Emergency Relief and Recovery (GOFERR) as a reimbursement for Fire and Police services provided at state run vaccine clinics, $36,588 from the United States Department of Justice, and $107,507 from the Federal Emergency Management Agency (FEMA).

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 2022 was 1.8%. This compares favorably to New Hampshire's rate of 2.0% and to the United States rate of 3.6%. Concord's rate also remains the lowest among the top three New Hampshire cities with Manchester at 2.0% and Nashua at 2.2%.

The assessed value of taxable property as of April 1, 2021 increased overall by 10.17% compared to April 1, 2020. The cumulative total residential, manufactured homes and condominiums increased 13.69% in assessed value. The average assessed value of a single-family home in Concord as of April 1, 2021 was $324,005, up 12.48% from $288,067 the year before.

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The assessed value of taxable property as of April 1, 2020 increased overall by 6.65% compared to April 1, 2019. The cumulative total residential, manufactured homes and condominiums increased 9.66% in assessed value. The average assessed value of a single family home in Concord as of April 1, 2020 was $288,067, up 7.8% from $267,155 the year before.

Tax collections percentage as of June 30, 2022 for the 2021 Tax Year was 99.3%, slightly higher than the previous year. Total tax delinquencies for all years were stated at $1.5 million, unchanged 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.

The City has a robust program of business attraction and retention coordinated by its Community Development Department and City Administration. Resources include a separate Economic Development website.

Economic Development successes that occurred during FY2022 included the following:

1) On June 9, 2022, the City sold real estate located at 32-34 South Main Street to the John Flatley Company. The property will be redeveloped into an 85,000SF, 64-unit market rate apartment building. The project will be completed in fall 2023. Upon completion, the project will generate upwards of $275,000 in new property tax revenues annually.

2) On June 22, 2022, the City's Community Development Advisory Committee approved a loan application from the Caleb Group in the amount of$600,000 to provide gap financing to support Phase 2 of the Penacook Landing affordable housing development. The loan is part of a $5.85 million financing package, which will result in the development of 20 housing units at 35 Canal Street, of which 18 units will be affordable units reserved for low / moderate income households. Upon completion, the project will create$1.6 million of net new assessed value for the community and generate approximately $45,000 / year in property tax revenues.

3) On May 11, 2021, the City entered into a Development Agreement with Interchange Development L.L.C. which established a public / private partnership concerning development of 210,000SF of new commercial /industrial uses on a 43-acre site located at 1 Whitney Road. Phase I of the project features an 80,000SF grocery store, 20,000SF attached retail space, and 13,500SF State of NH Liquor and Wine Outlet. To support the development, the City has agreed to construct $4.9 million of roadway improvements to U.S. Route 4 and Whitney Road. During FY2022, Phase I of the Developer's project, as well as the City's highway improvements, were under construction, and scheduled for completion in Q1 of FY2023.

Long-Term Financial Planning

The City Finance Department presents regular financial reports to elected officials and management staff. In addition to these reports, annually and/or as part of the budget process, the City prepares a five-year General Fund operating pro forma and tax rate projection, a twenty-year Capital Improvement Plan and a pro forma for each enterprise and major special revenue fund.

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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. The exception is the Solid Waste Fund, which receives approximately $1,100,000 annually.

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Demographics*

Community Contact	Concord Community Development Department Matthew Walsh, 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

Population Trends: Population change for Concord totaled 13,606 over 41 years, from 30,400 in 1980 to 44,006 in 2021. The largest decennial percent change was a 22 percent increase between 1980 and 1990. The 2021 Census estimate for Concord was 44,006 residents, which ranked third among New Hampshire's incorporated cities and towns.

Population Density and Land Area, 2019 (US Census Bureau): 682.1 persons per square mile of land area. Concord contains 64.0 square miles of land area and 3.2 square miles of inland water area.

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Housing (American Community Survey (ACS) 2016-2020)

Total Housing Units	18,810
Single-Family Units, Detached or Attached	9,044
Units in Multiple-Family Structures:	
Two to Four Units in Structure	3,255
Five or More Units in Structure	5,453
Mobile Homes and Other Housing Units	1,058

Population (US Census Bureau)

Total Population	Community	County
2021	44,006	155,238
2020	43,709	153,922
2010	42,695	146,445
2000	40,765	136,716
1990	36,994	120,618
1980	30,400	98,302

Demographics (ACS 2016-2020)

Population by Age Group	
Under age 5	2,261
Age 5 to 19	6,729
Age 20 to 34	9,790
Age 35 to 54	11,097
Age 55 to 64	5,954
Age 65 and over	7,672
Median Age (in years)	40.2

Income, Inflation Adjusted $ (ACS 2016-2020)

Per Capita Income	$37,223
Median family income	$88,661
Median household income	$70,004
Median Earnings, full-time, year-round workers, 16 years ad over	
Male	$56,353
Female	$46,797
Individuals below the poverty level	9.2%

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Labor Force (NHES - ELMI)

Annual Average	2011	2021
Civilian Labor Force	22,566	22,168
Employed	21,471	21,448
Unemployed	1,095	720
Unemployment Rate	4.9%	3.2%

Employment & Wages (NHES - ELMI)

Annual Average Covered Employment	2011	2021
Goods Producing Industries		
Average Employment	1,700	1,547
Average Weekly Wage	$1,035	$1,314
Service Providing Industries		
Average Employment	26,900	26,214
Average Weekly Wage	$835	$1,210
Total Private Industry		
Average Employment	28,600	27,761
Average Weekly Wage	$847	$1,216
Government (Federal, State, and Local)		
Average Employment	10,925	10,479
Average Weekly Wage	$962	$1,266
Total, Private plus Government		
Average Employment	39,526	38,240
Average Weekly Wage	$879	$1,230

Source: https://www.nhes.nh.gov/elmi/products/cp/profiles-htm/concord.htm

Economic & Labor Market Information Bureau, NH Employment Security, 2021

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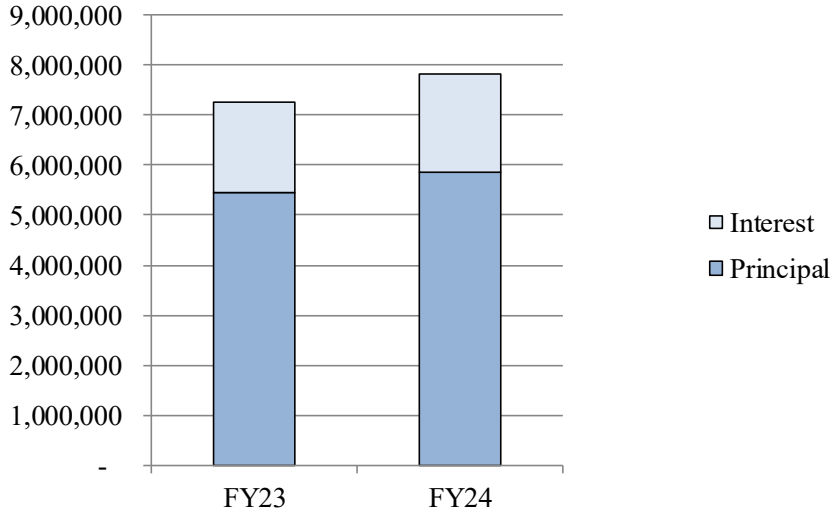
Aggregated Debt Service—Other Appropriations (Non General Fund)

Ward	Population	Square Miles of Land Area	Persons per Square Mile of Land Area
1	4,452	7.3	609.9
2	4,567	6.8	671.6
3	2,266	1.9	1,192.6
4	4,398	1.7	2,587.1
5	4,362	15.8	276.1
6	4,231	1.9	2,226.8
7	4,310	4.0	1,077.5
8	4,204	7.2	583.9
9	4,543	1.0	4,543.0
10	4,421	17.9	247.0

Aggregated Debt Service—Other Appropriations (Non-General Fund)

Debt Service	**FY23**	**FY24**
Interest	1,809,628	1,961,510
Principal	5,436,088	5,858,480
Grand Total	**7,245,716**	**7,819,990**



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Projected Ending FY24 Fund Balance/Net Position Description of Changes +/- 10%

Fund	Estimated Beginning FY23 Fund Balance/ Net Position	FY24 Budget Revenue	FY24 Budget Expense	Projected Increase/(Decrease) in Fund Balance/ Net Position	Projected Ending FY24 Fund Balance/ Net Position	% Change
General Fund	22,863,746	78,389,753	78,389,753	-	22,863,746	0%
Non-Major	6,456,678	11,892,456	11,983,679	(91,223)	6,365,456	-1%
Water Fund	49,803,826	7,078,630	7,600,712	(522,082)	49,281,744	-1%
Sewer Fund	42,185,783	10,490,933	10,555,787	(64,854)	42,120,928	0%
Total Enterprise Funds	91,989,609	17,569,563	18,156,500	(586,937)	91,402,673	-1%
N End Opportunity Corridor TIF	2,549,069	485,680	248,395	237,285	2,786,354	9%
Sears Block TIF District	386,657	1,179,070	1,271,510	(92,440)	294,217	-24%
Penacook Village TIF District	427,557	651,920	467,150	184,770	612,327	43%
Total Debt Service Funds	3,363,283	2,316,670	1,987,055	329,615	3,692,898	1%

For Budgetary Purposes Only

Tax Increment Finance (TIF) Districts/Debt Service Funds

The Sears Block TIF's (SBTIF) change in fund balance is anticipated to decrease by 24%. This decrease is driven by a decline in revenue from property taxes that can be attributed to a drop in assessed value for commercial property. The fund has enough fund balance to cover the budget deficit for FY24.
The Penacook Village TIF (PVTIF) has experienced an increase in property tax revenue that can be attributed to new development within the district.

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Departmental Fund Relationship

Department	Major Funds					Non-Major Funds				
	General Fund	Cemetery Permanent 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	
Legal	X									
Assessing	X									
Human Resources	X									
Finance	X	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	X
Library	X									
Parks & Recreation	X	X	X					X		
Human Services	X									

General Fund Pro Forma
FY2023 - FY2029

	FY23 Budget	FY23 Estimate	FY24 Request	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
Revenues:								
Property Taxes	46,513,677	46,513,677	48,686,053	53,652,977	58,640,807	63,141,527	70,559,411	76,212,988
Other Taxes	689,280	700,550	737,239	737,200	737,200	737,200	737,200	737,200
Intergov Revenue	8,454,038	8,821,067	5,768,228	5,883,600	6,001,300	6,181,300	6,366,700	6,366,700
Rental Income	276,481	221,271	269,993	264,600	264,600	259,300	259,300	263,200
Fines and Penalties	514,000	461,365	468,700	473,400	482,900	492,600	522,800	522,800
Licenses and Permits	1,314,547	1,354,300	1,413,205	1,413,200	1,413,200	1,441,500	1,484,700	1,529,200
Investment Income	800,000	1,300,000	1,310,000	1,572,000	1,729,200	2,248,000	2,360,400	2,431,200
Donations	52,000	50,701	52,380	51,900	51,100	51,100	53,700	53,700
Transfer In	5,147,409	5,023,032	5,106,480	4,006,500	4,006,500	4,046,600	4,107,300	4,168,900
Motor Vehicle Reg	7,395,000	7,700,000	7,600,000	7,752,000	7,907,000	8,065,100	8,307,100	8,556,300
Dept. Service Charges	3,905,200	4,206,640	4,232,945	4,317,600	4,404,000	4,492,100	4,626,900	4,765,700
Retiree Health Reimb	1,409,800	1,454,560	1,461,890	1,461,900	1,461,900	1,461,900	1,461,900	1,461,900
Other Revenue	1,183,887	1,360,408	987,490	987,500	1,036,900	1,088,700	1,143,100	1,143,100
Use of Fund Bal/RE	1,070,350	-	295,150	-	-	-	-	-
Total Revenues	78,725,669	79,167,571	78,389,753	82,574,377	88,136,607	93,706,927	101,990,511	108,212,888
Expenses:								
O&M Expenses	64,385,085	62,226,485	67,545,449	70,580,500	74,440,700	78,210,900	81,920,700	84,728,400
Capital Transfer	1,270,752	1,270,760	586,000	709,000	820,000	1,130,000	556,000	584,500
Transfer Out to SW	1,061,500	1,061,500	1,161,500	1,767,840	2,131,240	2,224,050	2,321,500	2,423,830
Transfer Out Trust & Other Funds	4,493,286	4,552,849	1,508,834	1,508,834	1,508,834	1,508,834	1,508,834	1,508,834
Capital Outlay	71,800	73,180	25,000	50,000	51,000	52,300	52,800	54,400
Authorized Unissued Debt		1,290,000						
Bonded CIP	Informational		7,310,000	17,057,845	16,493,000	53,405,000	36,508,000	18,004,000
Associated Debt Service		137,600	816,280	1,885,450	1,847,210	6,098,630	3,949,300	2,100,467
Debt Service:								
Future Debt Service Estimate				953,880	2,839,330	4,686,540	10,785,170	14,734,470
Existing Debt Service	7,443,246	7,443,242	7,562,970	7,004,323	6,345,503	5,894,303	4,845,507	4,178,454
Total Expenses	78,725,669	76,628,016	78,389,753	82,574,377	88,136,607	93,706,927	101,990,511	108,212,888
	-	2,539,556	-					
Overlay & War Service Credit			467,400	567,800	567,800	567,800	567,800	567,800
Amount to be Raised by Property Taxes			49,153,453	54,220,777	59,208,607	63,709,327	71,127,211	76,780,788
Estimated Assessed Value (000)			5,191,758	5,211,758	5,231,758	5,251,758	5,271,758	5,291,758
Projected Property Tax Rate			9.47	10.40	11.32	12.13	13.49	14.51
Projected Increase			3.9%	9.8%	8.8%	7.2%	11.2%	7.6%

Parking Fund Pro Forma
FY2023 - FY2029

	FY23 Budget	FY23 Estimate	FY24 Request	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
Revenues:								
Metered Parking Income	1,357,787	1,366,716	1,355,130	1,355,130	1,355,130	1,355,130	1,355,130	1,355,130
FY25 Meter Rate Increase	-	-	-	*392,988*	*392,988*	*392,988*	*392,988*	*392,988*
Other Income	1,294,847	1,287,035	1,308,117	1,308,117	1,308,117	1,308,117	1,308,117	1,308,117
Sears Block TIF District Transfer	316,761	316,761	308,810	304,107	300,191	-	-	-
School Street Reserve Transfer	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500
General Fund Tranfser	54,295	54,295	56,643	58,342	60,093	61,895	63,752	65,665
Solid Waste Fund Transfer	13,650	13,650	13,650	13,650	13,650	13,650	13,650	13,650
American Rescue Plan Act (ARPA)	438,358	438,358	-	-	-	-	-	-
Total Revenues	3,486,198	3,487,315	3,052,850	3,442,834	3,440,668	3,142,280	3,144,137	3,146,049
Expenses:								
O&M Expenses	1,635,303	1,500,542	1,805,522	1,859,688	1,915,479	1,972,943	2,032,131	2,093,095
Overhead	167,558	167,558	169,928	169,928	169,928	169,928	169,928	169,928
Transfer to Trust	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500
Capital Program:								
Capital Transfer	-	-	-	-	-	-	-	5,000
G.O. Bonds	-	-	120,000	1,125,000	13,145,000	55,000	2,700,000	2,295,000
Debt Service:								
Existing Debt Service	1,272,437	1,272,439	1,307,030	1,281,538	1,240,427	707,234	665,134	359,515
Authorized Unissued Debt	-	-	-	16,775	16,390	16,005	15,620	15,235
Future Debt Service	-	-	-	28,200	141,735	1,255,595	1,241,501	1,464,418
Total Expenditures	3,085,798	2,951,039	3,292,980	3,349,854	3,478,069	4,116,200	4,119,195	4,102,456
Projected Net	400,400	536,276	(240,130)	92,980	(37,400)	(973,920)	(975,058)	(956,406)
Fund Position:								
Beginning Working Capital	967,950	967,950	1,504,226	1,264,096	1,357,075	1,319,675	345,755	(629,303)
Ending Working Capital	1,368,350	1,504,226	1,264,096	1,357,075	1,319,675	345,755	(629,303)	(1,585,709)
10% of Expenses	308,580	295,104	329,298	334,985	347,807	411,620	411,919	410,246

Airport Fund Pro Forma
FY2023 - FY2029

	FY23 Budget	FY23 Estimate	FY24 Request	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
Revenues:								
Leases and Operations	391,085	455,300	477,180	479,771	490,614	501,726	513,114	524,784
Total Revenues	391,085	455,300	477,180	479,771	490,614	501,726	513,114	524,784
Expenses:								
O&M Expenses	330,663	274,471	342,633	380,590	422,760	469,600	521,630	579,420
Overhead	77,326	77,326	75,641	77,780	79,980	82,240	84,570	86,960
Capital Program:								
Capital Transfer	15,000	15,000	-	22,500	27,778	56,400	39,178	-
Bonded CIP	-	-	195,000	-	176,000	147,778	147,778	50,000
Debt Service:								
Future Debt Service Estimate				20,800	20,280	38,533	53,307	67,687
Existing Debt Service Estimate	62,613	62,613	55,320	53,263	41,434	29,906	28,756	27,606
Total Expenditures	485,602	429,410	473,594	554,933	592,232	676,680	727,441	761,673
Projected Net	(94,517)	25,890	3,586	(75,162)	(101,618)	(174,954)	(214,328)	(236,889)
Fund Position:								
Beginning Working Capital	329,080	329,080	354,970	358,556	283,394	181,776	6,822	(207,506)
Ending Working Capital	234,563	354,970	358,556	283,394	181,776	6,822	(207,506)	(444,395)
10% of Expenses	48,560	42,941	47,359	55,493	59,223	67,668	72,744	76,167

Golf Fund Pro Forma
FY2023 - FY2029

Revenues:	FY23 Budget	FY23 Estimate	FY24 Budget	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
Camps	24,500	29,666	27,100	27,370	27,640	28,190	28,750	29,330
Seasonal Passes	256,575	339,103	312,705	312,710	315,840	322,160	328,600	335,170
Daily Fees	506,556	542,356	555,426	566,530	577,860	589,420	601,210	613,230
League and Tournament Fee	44,200	67,550	51,180	52,200	53,240	54,300	55,390	56,500
Cart Rental	228,853	334,840	249,900	254,900	260,000	265,200	270,500	275,910
Handicapping	11,250	13,625	13,650	13,790	13,930	14,070	14,210	14,350
Driving Range	74,800	94,855	83,965	85,640	87,350	89,100	90,880	92,700
Golf Simulator Revenue	83,000	84,008	90,000	91,800	93,640	95,510	97,420	99,370
Investment Income	-	7,980	7,500					
Pro Shop Sales	159,000	229,168	169,000	174,070	177,550	181,100	184,720	188,410
Concession Sales	46,200	46,200	50,000	50,000	50,000	52,000	54,080	56,240
Advertising	-	-	-	-	-	-	-	-
Transfer In - General	-	-	-	-	-	-	-	-
Other Revenue	-	3,860	2,000	-	-	-	-	-
Use of Fund Balance	45,000	-	-	-	-	-	-	-
Rental Income	20,250	19,582	22,750	22,750	22,980	23,440	23,910	24,390
Total Revenues	1,500,184	1,812,793	1,635,176	1,629,010	1,657,050	1,691,050	1,725,760	1,761,210
Expenses:								
O&M Expenses	1,304,883	1,455,067	1,414,028	1,442,310	1,471,160	1,530,010	1,583,560	1,615,230
Transfer Out - General	111,660	111,660	120,698	120,700	124,920	124,920	129,290	131,880
Transfer Out	3,000	3,000	3,000	3,000	3,110	3,110	3,220	3,280
Capital Program:								
Transfer to CIP	-	-	-	-	-	-	-	-
Authorized Unissued Debt	Informational		-					
Bonded CIP Program			50,000	185,000	165,000	96,000	155,000	265,000
Debt Service:								
Future Debt Service Estimate				5,333	24,933	41,907	51,560	67,514
Existing Debt Service Schedule	79,023	79,030	96,450	81,500	78,500	59,600	47,600	30,600
Total Expenses	1,498,566	1,648,757	1,634,176	1,652,843	1,702,623	1,759,547	1,815,230	1,848,504
Projected Net	1,618	164,036	1,000	(23,833)	(45,573)	(68,497)	(89,470)	(87,294)
Fund Position:								
Adjusted Beginning Working Capital	566,477	566,477	730,513	731,514	707,680	662,107	593,610	504,140
Ending Working Capital	568,095	730,513	731,514	707,680	662,107	593,610	504,140	416,846
10% of expenses	149,900	164,900	163,400	165,300	170,300	176,000	181,500	184,900

Arena Fund Pro Forma
FY2023 - FY2029

	FY23 Budget	FY23 Estimate	FY24 Request	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
Revenues:								
Sale and Operations	721,485	751,683	767,455	767,455	781,269	781,269	795,176	795,176
Winter Ice Prime Rate/Hr	275	275	285	285	290	290	295	295
Winter Ice Non-Prime Rate/Hr	203	203	210	210	215	215	220	220
Winter In HS Games Rate /Hr	285	285	295	295	300	300	305	305
Transfer In-GF (Share of Debt)								
Total Revenues	721,485	751,683	767,455	767,455	781,269	781,269	795,176	795,176
Expenses:								
O&M Expenses	548,069	599,260	625,141	637,643	650,396	663,404	676,672	690,206
Transfer Out	82,123	82,123	89,308	91,094	92,916	94,774	96,670	98,603
Capital Outlay	-	-	-	-	-	-	-	-
Authorized Unissued Debt		-						
Bonded CIP	Informational		20,000	-	-	-	70,000	-
Prior Year CIP Debt Service				2,133	-	-	-	7,763
Debt Service:								
Future Debt Service Estimate				2,133	2,080	2,027	1,973	9,737
Existing Debt Service	113,859	113,859	107,850	95,893	92,097	89,297	81,522	78,872
Total Expenditures	744,051	795,242	822,299	826,764	837,489	849,502	856,837	877,417
Projected Net	(22,566)	(43,559)	(54,844)	(59,309)	(56,220)	(68,233)	(61,661)	(82,241)
Fund Position:								
Beginning Working Capital	304,525	304,525	260,966	206,122	146,814	90,594	22,361	(39,300)
Ending Working Capital	281,959	260,966	206,122	146,814	90,594	22,361	(39,300)	(121,541)
10% of expenses	72,150	75,170	76,750	76,750	78,130	78,130	79,520	79,520

Solid Waste Fund Pro Forma
FY2023 - FY2029

Revenues:	FY23 Budget	FY23 Estimate	FY24 Request	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
PAYT	1,755,104	1,946,750	2,238,130	2,260,511	2,283,116	2,305,948	2,678,358	2,705,142
Recycling	105,116	102,570	105,116	106,167	107,229	108,301	109,384	110,478
Other Services	1,659,677	1,429,940	1,683,620	1,750,629	362,309	373,178	384,373	395,904
Estimated Flow Control Adjustment				(1,388,320)				
Other	1,300	3,075	1,300	1,300	1,300	1,300	1,300	1,300
Transfer In - General	1,061,500	1,061,500	1,161,500	1,767,845	2,131,237	2,224,049	2,321,501	2,423,826
PAYT Price Adjustment %			28%	0%	0%	0%	15%	0%
PAYT Price Adjustment Additional Revenue			483,024	-	-	-	345,892	-
Total Revenues	4,582,697	4,543,835	5,189,666	4,498,132	4,885,191	5,012,775	5,494,917	5,636,650
Expenses:								
PAYT	1,805,611	1,806,214	1,869,947	1,926,045	2,750,321	2,887,837	3,032,229	3,183,840
PAYT Disposal/Collection Contract Adjustments				693,308				
Recycling	1,213,187	1,211,043	1,244,364	1,281,695	1,856,237	1,949,049	2,046,501	2,148,826
Recycling Processing/Collection Cost Adjustments				486,150				
Other Services	1,676,779	1,676,779	1,704,770	1,777,063	471,600	495,180	519,939	545,936
Estimated Flow Control Adjustment				(1,327,920)				
Landfill	83,690	84,150	87,640	90,269	92,977	95,767	98,640	101,599
Transfer Out to Parking	13,650	13,650	13,650	13,787	13,924	14,064	14,204	14,346
Capital Program:								
Capital Transfer			50,000	-	-	-	-	10,000
Bonded CIP			-	-	-	-	125,000	45,000
Debt Service:								
Future Debt Service Estimate				-	-	-	-	13,958
Existing Debt Service Schedule	20,532	20,532	20,130	20,122	18,642	18,302	17,897	16,630
Total Expenses	4,813,449	4,812,368	4,990,501	4,960,519	5,203,702	5,460,198	5,729,410	6,021,177
Projected Net	(230,752)	(268,533)	199,165	(462,387)	(318,511)	(447,423)	(234,494)	(384,527)
Fund Position:								
Beginning Working Capital	2,767,005	2,767,005	2,498,472	2,697,637	2,235,250	1,916,739	1,469,316	1,234,822
Ending Working Capital	2,536,253	2,498,472	2,697,637	2,235,250	1,916,739	1,469,316	1,234,822	850,295
10% of expenses	481,340	481,240	499,050	496,050	520,370	546,020	572,940	602,120

Water Fund Pro Forma
FY2023 - FY2029

	FY23 Budget	FY23 Estimate	FY24 Request	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
Revenues:								
Sales and Operations	5,086,718	5,138,922	5,415,730	5,677,770	6,022,270	6,408,120	6,818,380	7,254,900
Fixed Rate	1,192,210	1,192,210	1,246,010	1,320,770	1,413,220	1,512,150	1,618,000	1,731,260
Service Charges	280,000	280,000	280,000	288,400	297,050	305,960	315,140	324,590
Capital Contribution	20,000	82,710	20,000	20,000	20,000	20,000	20,000	20,000
Investment Income	3,500	55,000	50,000	50,250	50,500	51,010	52,540	54,120
Other	69,340	73,751	66,890	69,570	72,350	75,240	78,250	81,380
Total Revenues	6,651,768	6,822,593	7,078,630	7,426,760	7,875,390	8,372,480	8,902,310	9,466,250
Anticipated Revenue from Increases			*235,750*	*270,790*	*369,060*	*391,450*	*416,530*	*443,190*
Net from October Rate Change			*176,800*	*203,090*	*276,800*	*293,590*	*312,400*	*332,390*
Rate Increase			4.5%	5.00%	6.50%	6.50%	6.50%	6.50%
Expenses:								
Operations	3,516,391	3,631,264	3,973,270	4,132,200	4,297,490	4,469,390	4,648,170	4,834,100
Capital Outlay	124,000	124,000	124,000	127,100	130,280	133,540	136,880	140,300
Transfer Out - Trust	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Transfer Out - General	811,382	811,382	847,092	864,030	881,310	903,340	925,920	949,070
Transfer Out - Solid Waste	4,350	4,350	4,350	4,350	4,350	6,090	6,090	6,090
Transfer Out - Capital Projects	202,875	202,875	218,500	189,750	223,250	266,250	229,750	273,500
Authorized Unissued Debt	Informational	-						
CIP Project Amounts			1,230,000	3,369,000	3,280,000	1,000,000	975,000	782,000
Prior Year CIP Debt Service				131,200	356,080	337,603	85,656	80,323
Debt Service:								
Future Debt Service Estimate				131,200	487,280	824,883	910,539	990,861
Existing Debt Service Schedule	2,212,297	2,212,297	2,173,500	2,100,086	1,989,625	1,781,723	1,667,775	1,390,547
Total Expenses	7,131,295	7,246,169	7,600,712	7,808,716	8,273,585	8,645,216	8,785,124	8,844,468
Projected Net	(479,527)	(423,576)	(522,082)	(381,956)	(398,195)	(272,736)	117,186	621,782
Fund Position:								
Beginning Working Capital	3,717,310	3,717,310	3,293,734	2,771,652	2,389,696	1,991,501	1,718,766	1,835,952
Ending Working Capital	3,237,783	3,293,734	2,771,652	2,389,696	1,991,501	1,718,766	1,835,952	2,457,734
25% Operation Expenses	879,100	907,820	993,320	1,033,050	1,074,370	1,117,350	1,162,040	1,208,530
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%)	508,670	513,890	541,570	567,780	602,230	640,810	681,840	725,490
Target Working Capital	1,887,770	1,921,710	2,034,890	2,100,830	2,176,600	2,258,160	2,343,880	2,434,020

Wastewater Fund Pro Forma
FY2023 - FY2029

Revenue	FY23 Budget	FY 23 Estimate	FY24 Request	FY25 Projected	FY26 Projected	FY27 Projected	FY 28 Projected	FY 29 Projected
Sewer Usage	7,020,495	6,608,715	7,254,993	7,655,273	8,161,463	8,723,913	9,324,733	9,966,953
Sewer Fixed Charges	1,553,598	1,553,598	1,646,030	1,758,173	1,899,720	2,052,000	2,216,160	2,394,360
Sewer Usage-Towns	340,000	366,348	346,000	346,000	346,000	346,000	346,000	346,000
Leachate Processing	275,000	550,000	400,000	400,000	400,000	400,000	400,000	400,000
Septage Processing	175,000	350,000	275,000	275,000	275,000	275,000	275,000	275,000
Service Charges	48,100	48,100	48,100	48,100	48,100	48,100	48,100	48,100
Capital Contribution	20,000	50,753	20,000	20,000	20,000	20,000	20,000	20,000
Investment Income	2,500	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Other	336,187	401,558	410,810	410,810	410,810	410,810	410,810	410,810
Total Revenues	9,770,880	10,019,072	10,490,933	11,003,356	11,651,093	12,365,823	13,130,803	13,951,223
Anticipated Revenue from Increases			*349,640*	*417,160*	*535,870*	*571,300*	*610,670*	*652,730*
Net from October Rate Change			*262,230*	*312,870*	*401,900*	*428,480*	*458,000*	*489,550*
Rate Increase			5.00%	5.75%	7.00%	7.00%	7.00%	7.00%
Expenses								
Operations	5,330,658	5,264,218	5,916,729	6,153,399	6,399,534	6,655,516	6,921,737	7,198,606
Capital Outlay	63,800	63,800	63,800	63,800	63,800	63,800	63,800	63,800
Transfer Out - Trust	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000
Transfer Out - General	1,045,440	1,045,440	1,147,998	1,176,698	1,206,115	1,236,268	1,267,175	1,298,854
Transfer Out - Solid Waste	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750
Transfer Out - Capital Projects	92,875	92,875	113,500	74,750	98,250	91,250	74,750	68,500
Authorized Unissued Debt		-						
CIP Project Amounts	Informational		3,453,000	15,445,000	15,825,000	7,365,000	5,418,000	5,260,000
Prior Year CIP Debt Service				311,257	1,201,330	1,398,550	608,218	440,365
Future Debt Service Estimate				311,257	1,512,587	2,911,137	3,519,356	3,959,720
Existing Debt Service Schedule	2,588,854	2,588,854	3,155,010	3,060,574	2,920,408	2,799,742	2,536,375	2,365,966
Total Expenditures	9,280,377	9,213,938	10,555,787	10,999,227	12,359,445	13,916,463	14,541,942	15,114,197
Projected Net	490,503	805,135	(64,854)	4,128	(708,352)	(1,550,640)	(1,411,139)	(1,162,974)
FUND POSITION:								
Beginning Working Capital	5,835,444	5,835,444	6,640,579	6,575,724	6,579,853	5,871,501	4,320,860	2,909,721
Ending Working Capital	6,325,947	6,640,579	6,575,724	6,579,853	5,871,501	4,320,860	2,909,721	1,746,748
25% Operation Expenses*	1,332,660	1,316,050	1,479,180	1,538,350	1,599,880	1,663,880	692,170	719,860
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%)**	702,050	660,870	725,500	765,530	816,150	872,390	466,240	498,350
Target Working Capital	2,534,710	2,476,920	2,704,680	2,803,880	2,916,030	3,036,270	1,658,410	1,718,210

*Changed to 10% in FY 2028 and 2029
**Changed to 5% in FY 2028 and 2029

Appendix F

Debt Service Schedules

General Fund

Date	Principal	Interest	Total P+I
06/30/2023	-	-	-
06/30/2024	5,819,762.00	1,743,197.16	7,562,959.16
06/30/2025	5,497,822.00	1,506,500.88	7,004,322.88
06/30/2026	5,060,222.00	1,285,281.15	6,345,503.15
06/30/2027	4,808,021.33	1,086,281.75	5,894,303.08
06/30/2028	3,946,900.00	898,607.04	4,845,507.04
06/30/2029	3,442,800.00	735,654.04	4,178,454.04
06/30/2030	3,201,600.00	596,181.04	3,797,781.04
06/30/2031	2,716,200.00	473,380.54	3,189,580.54
06/30/2032	2,425,200.00	378,321.30	2,803,521.30
06/30/2033	2,009,700.00	292,269.54	2,301,969.54
06/30/2034	1,731,700.00	224,666.06	1,956,366.06
06/30/2035	1,406,700.00	168,983.77	1,575,683.77
06/30/2036	1,072,200.00	128,811.82	1,201,011.82
06/30/2037	982,200.00	94,177.80	1,076,377.80
06/30/2038	820,000.00	64,481.30	884,481.30
06/30/2039	525,000.00	38,300.08	563,300.08
06/30/2040	285,000.00	22,537.50	307,537.50
06/30/2041	190,000.00	14,206.25	204,206.25
06/30/2042	140,000.00	8,650.02	148,650.02
06/30/2043	95,000.00	3,800.00	98,800.00
Total	$46,176,027.33	$9,764,289.04	$55,940,316.37

Appendix F

Parking Fund

Date	Principal	Interest	Total P+I
06/30/2023	-	-	-
06/30/2024	1,068,020.00	238,990.34	1,307,010.34
06/30/2025	1,084,400.00	197,138.09	1,281,538.09
06/30/2026	1,085,430.00	154,996.95	1,240,426.95
06/30/2027	585,000.00	122,234.06	707,234.06
06/30/2028	564,800.00	100,334.06	665,134.06
06/30/2029	280,000.00	79,515.06	359,515.06
06/30/2030	270,000.00	69,465.04	339,465.04
06/30/2031	225,000.00	60,415.00	285,415.00
06/30/2032	195,000.00	52,990.00	247,990.00
06/30/2033	192,000.00	45,940.00	237,940.00
06/30/2034	180,000.00	39,040.00	219,040.00
06/30/2035	180,000.00	32,740.00	212,740.00
06/30/2036	180,000.00	26,365.00	206,365.00
06/30/2037	180,000.00	19,990.00	199,990.00
06/30/2038	175,000.00	13,540.00	188,540.00
06/30/2039	145,000.00	7,002.50	152,002.50
06/30/2040	60,000.00	1,710.00	61,710.00
Total	$6,649,650.00	$1,262,406.10	$7,912,056.10

Airport Fund

Date	Principal	Interest	Total P+I
06/30/2023	-	-	-
06/30/2024	45,000.00	10,312.52	55,312.52
06/30/2025	45,000.00	8,262.52	53,262.52
06/30/2026	35,000.00	6,434.39	41,434.39
06/30/2027	25,000.00	4,906.26	29,906.26
06/30/2028	25,000.00	3,756.26	28,756.26
06/30/2029	25,000.00	2,606.26	27,606.26
06/30/2030	25,000.00	1,443.76	26,443.76
06/30/2031	10,000.00	468.76	10,468.76
06/30/2032	5,000.00	150.00	5,150.00
Total	$240,000.00	$38,340.73	$278,340.73

Appendix F

Golf Fund

Date	Principal	Interest	Total P+I
06/30/2023	-	-	-
06/30/2024	78,300.00	18,146.55	96,446.55
06/30/2025	66,600.00	14,864.50	81,464.50
06/30/2026	66,600.00	11,920.50	78,520.50
06/30/2027	50,600.00	8,976.50	59,576.50
06/30/2028	41,000.00	6,612.50	47,612.50
06/30/2029	26,000.00	4,632.50	30,632.50
06/30/2030	25,000.00	3,350.00	28,350.00
06/30/2031	15,000.00	2,150.00	17,150.00
06/30/2032	15,000.00	1,400.00	16,400.00
06/30/2033	9,000.00	700.00	9,700.00
06/30/2034	5,000.00	250.00	5,250.00
Total	$398,100.00	$73,003.05	$471,103.05

Arena Fund

Date	Principal	Interest	Total P+I
06/30/2023	-	-	-
06/30/2024	80,000.00	27,842.76	107,842.76
06/30/2025	71,000.00	24,892.76	95,892.76
06/30/2026	70,000.00	22,096.50	92,096.50
06/30/2027	70,000.00	19,296.50	89,296.50
06/30/2028	65,000.00	16,521.50	81,521.50
06/30/2029	65,000.00	13,871.50	78,871.50
06/30/2030	65,000.00	11,221.50	76,221.50
06/30/2031	54,000.00	8,846.50	62,846.50
06/30/2032	48,600.00	7,036.50	55,636.50
06/30/2033	29,000.00	5,337.50	34,337.50
06/30/2034	29,000.00	4,467.50	33,467.50
06/30/2035	29,000.00	3,847.50	32,847.50
06/30/2036	29,000.00	3,222.50	32,222.50
06/30/2037	29,000.00	2,592.50	31,592.50
06/30/2038	25,000.00	1,962.50	26,962.50
06/30/2039	25,000.00	1,462.50	26,462.50
06/30/2040	25,000.00	962.50	25,962.50
06/30/2041	25,000.00	437.50	25,437.50
06/30/2042	5,000.00	106.26	5,106.26
Total	$838,600.00	$176,024.78	$1,014,624.78

Appendix F

Solid Waste Fund

Date	Principal	Interest	Total P+I
06/30/2023	-	-	-
06/30/2024	17,000.00	3,122.00	20,122.00
06/30/2025	16,000.00	2,642.00	18,642.00
06/30/2026	16,000.00	2,302.00	18,302.00
06/30/2027	16,000.00	1,897.00	17,897.00
06/30/2028	15,150.00	1,479.50	16,629.50
06/30/2029	10,000.00	1,075.00	11,075.00
06/30/2030	10,000.00	825.00	10,825.00
06/30/2031	10,000.00	550.00	10,550.00
06/30/2032	10,000.00	275.00	10,275.00
Total	$120,150.00	$14,167.50	$134,317.50

NEOCTIF Fund

Date	Principal	Interest	Total P+I
06/30/2023	-	-	-
06/30/2024	30,000.00	9,631.26	39,631.26
06/30/2025	30,000.00	8,431.26	38,431.26
06/30/2026	30,000.00	7,531.26	37,531.26
06/30/2027	30,000.00	6,931.26	36,931.26
06/30/2028	30,000.00	6,181.26	36,181.26
06/30/2029	30,000.00	5,281.26	35,281.26
06/30/2030	30,000.00	4,381.26	34,381.26
06/30/2031	30,000.00	3,481.26	33,481.26
06/30/2032	25,000.00	2,656.26	27,656.26
06/30/2033	25,000.00	1,906.26	26,906.26
06/30/2034	25,000.00	1,156.26	26,156.26
06/30/2035	25,000.00	390.63	25,390.63
Total	$340,000.00	$57,959.49	$397,959.49

Appendix F

SBTIF Fund

Date	Principal	Interest	Total P+I
06/30/2023	-	-	-
06/30/2024	393,700.00	120,293.65	513,993.65
06/30/2025	401,600.00	104,880.97	506,480.97
06/30/2026	410,570.00	88,674.61	499,244.61
06/30/2027	190,000.00	76,647.50	266,647.50
06/30/2028	185,000.00	69,197.50	254,197.50
06/30/2029	185,000.00	61,897.50	246,897.50
06/30/2030	185,000.00	54,585.00	239,585.00
06/30/2031	180,000.00	47,822.50	227,822.50
06/30/2032	180,000.00	41,285.00	221,285.00
06/30/2033	173,000.00	35,335.00	208,335.00
06/30/2034	165,000.00	30,385.00	195,385.00
06/30/2035	165,000.00	26,535.00	191,535.00
06/30/2036	165,000.00	22,572.50	187,572.50
06/30/2037	165,000.00	18,610.00	183,610.00
06/30/2038	165,000.00	14,535.00	179,535.00
06/30/2039	155,000.00	10,447.50	165,447.50
06/30/2040	155,000.00	6,627.50	161,627.50
06/30/2041	65,000.00	2,762.50	67,762.50
06/30/2042	65,000.00	1,381.26	66,381.26
Total	$3,748,870.00	$834,475.49	$4,583,345.49

PVTIF Fund

Date	Principal	Interest	Total P+I
06/30/2023	-	-	-
06/30/2024	220,000.00	131,052.26	351,052.26
06/30/2025	220,000.00	120,602.26	340,602.26
06/30/2026	220,000.00	110,233.52	330,233.52
06/30/2027	220,000.00	99,946.02	319,946.02
06/30/2028	212,000.00	89,664.76	301,664.76
06/30/2029	210,000.00	79,464.76	289,464.76
06/30/2030	210,000.00	69,314.76	279,314.76
06/30/2031	210,000.00	59,139.76	269,139.76
06/30/2032	209,400.00	48,964.76	258,364.76
06/30/2033	195,000.00	40,756.26	235,756.26
06/30/2034	195,000.00	34,906.26	229,906.26
06/30/2035	195,000.00	30,953.13	225,953.13
06/30/2036	190,000.00	27,075.00	217,075.00
06/30/2037	190,000.00	23,275.00	213,275.00
06/30/2038	190,000.00	19,475.00	209,475.00
06/30/2039	190,000.00	15,675.00	205,675.00
06/30/2040	190,000.00	11,875.00	201,875.00
06/30/2041	190,000.00	8,075.00	198,075.00
06/30/2042	190,000.00	4,037.50	194,037.50
Total	$3,846,400.00	$1,024,486.01	$4,870,886.01

Appendix F

Water Fund

Date	Principal	Interest	Total P+I
06/30/2023	-	-	-
06/30/2024	1,640,028.00	533,462.11	2,173,490.11
06/30/2025	1,632,207.00	467,879.16	2,100,086.16
06/30/2026	1,582,997.00	406,628.48	1,989,625.48
06/30/2027	1,432,797.00	348,926.55	1,781,723.55
06/30/2028	1,373,360.00	294,414.84	1,667,774.84
06/30/2029	1,149,934.00	240,612.99	1,390,546.99
06/30/2030	1,040,570.00	195,312.62	1,235,882.62
06/30/2031	877,900.00	158,182.20	1,036,082.20
06/30/2032	753,700.00	131,001.20	884,701.20
06/30/2033	672,500.00	108,211.94	780,711.94
06/30/2034	662,500.00	89,536.94	752,036.94
06/30/2035	662,500.00	71,636.93	734,136.93
06/30/2036	602,000.00	54,271.28	656,271.28
06/30/2037	462,000.00	37,500.04	499,500.04
06/30/2038	350,000.00	24,985.02	374,985.02
06/30/2039	280,000.00	15,828.78	295,828.78
06/30/2040	250,000.00	8,916.26	258,916.26
06/30/2041	60,000.00	2,628.76	62,628.76
06/30/2042	25,000.00	1,372.50	26,372.50
06/30/2043	14,000.00	560.00	14,560.00
Total	$15,523,993.00	$3,191,868.60	$18,715,861.60

Appendix F

Wastewater Fund

Date	Principal	Interest	Total P+I
06/30/2023	-	-	-
06/30/2024	2,237,418.00	857,782.30	3,095,200.30
06/30/2025	2,224,978.00	777,461.56	3,002,439.56
06/30/2026	2,173,178.00	690,784.39	2,863,962.39
06/30/2027	2,142,978.67	606,941.97	2,749,920.64
06/30/2028	1,963,950.00	525,495.25	2,489,445.25
06/30/2029	1,872,500.00	446,722.81	2,319,222.81
06/30/2030	1,779,500.00	371,739.24	2,151,239.24
06/30/2031	1,612,900.00	302,868.86	1,915,768.86
06/30/2032	1,264,100.00	242,547.86	1,506,647.86
06/30/2033	1,069,800.00	193,537.60	1,263,337.60
06/30/2034	651,800.00	154,436.08	806,236.08
06/30/2035	646,800.00	131,060.20	777,860.20
06/30/2036	576,800.00	108,294.54	685,094.54
06/30/2037	506,800.00	87,542.30	594,342.30
06/30/2038	340,000.00	70,671.28	410,671.28
06/30/2039	325,000.00	57,652.54	382,652.54
06/30/2040	310,000.00	46,927.50	356,927.50
06/30/2041	310,000.00	34,808.75	344,808.75
06/30/2042	290,000.00	22,840.00	312,840.00
06/30/2043	281,000.00	11,240.00	292,240.00
Total	$22,579,502.67	$5,741,355.03	$28,320,857.70

Penacook WWTP

Date	Principal	Interest	Total P+I
06/30/2023	-	-	-
06/30/2024	49,000.00	10,794.26	59,794.26
06/30/2025	49,000.00	9,134.26	58,134.26
06/30/2026	49,000.00	7,455.51	56,455.51
06/30/2027	44,000.00	5,820.51	49,820.51
06/30/2028	42,650.00	4,280.26	46,930.26
06/30/2029	44,000.00	2,743.13	46,743.13
06/30/2030	14,000.00	1,680.00	15,680.00
06/30/2031	14,000.00	1,120.00	15,120.00
06/30/2032	14,000.00	560.00	14,560.00
Total	$319,650.00	$43,587.93	$363,237.93