

CITY OF CONCORD



OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2025
JULY 1, 2024 – JUNE 30, 2025

For the City of Concord, New Hampshire, as
adopted by the Concord City Council on
June 3, 2024


City Manager

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Finance Committee Budget Schedule

May 9	Thursday		Budget Delivery to City Council
May 16	Thursday	5:30 PM	City Manager's Fiscal Year 2025 Budget Presentation - Schedule - Transmittal Letter - Budget in Brief - Budget Summaries - Resolutions - General Fund Revenue and Expense Non-Public Session
May 20	Monday	5:30 PM	General Government Public Safety - Police - Fire General Services
May 23	Thursday	5:30 PM	Community Development Leisure Services - Library - Parks and Recreation Human Services Capital Improvement Program (CIP) - Tax Increment Finance (TIF) Districts - Capital Projects
May 27	Monday		Holiday
May 30	Thursday	5:30 PM	Special Revenue Funds - Parking Fund - Airport Fund - Conservation Property Fund - Revolving Loan Fund - Golf Fund - Arena Fund - Solid Waste Fund Enterprise Funds - Water Fund - Wastewater Fund
June 3	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 9, 2024

Honorable Mayor and City Council:

It is my pleasure to submit to you the proposed budget for Fiscal Year 2025. This budget includes a proposed tax rate increase of 3.89%, which is on par with the CPI (U) All Items and is aligned with the City Council's priorities and goals. This budget maintains and enhances the City's investments in public safety, recreation, information technology, and increases funding to support the needs of the City's most vulnerable populations. Capital projects that support improvements to quality of life are included in this proposal. This budget provides increased funding for supplies, repairs and maintenance costs; employee recognition; improved technology and security systems; additional training and development; and library and recreation staffing at the new satellite Penacook Branch Library and Activity Center. This budget does not include funding for employee retention and recruitment bonuses or stipends, certification bonuses or earned leave bonuses. These items will need to be considered by the City Council during budget deliberations, as these were additions made mid-year and off budget cycle during Fiscal Year 2024.

Fiscal Year 2025 Challenges

Each year, the City works on many competing opportunities and challenges. The Fiscal Year 2025 Budget is no exception. Demand for services continues to increase as the community grows and advances. Retaining and recruiting top tier employees is necessary to provide the high level of services that are expected by residents and taxpayers, all while working to maintain a reasonable tax rate. With no additional General Fund ARPA dollars for Fiscal Year 2025, this budget proposes using \$561,000 in Unassigned Fund Balance in order to help maintain a reasonable tax rate increase.

The Fiscal Year 2025 budget started with a number of challenges: continuing inflation; a 10.5% health insurance rate increase; a 5% dental insurance rate increase; a 5% increase in compensation and cost increases for supplies and outside services. On the bright side, the City is budgeting increased revenues in investment income, motor vehicle registrations, building permits and ambulance charges. Along with the projected use of \$561,000 in Unassigned Fund Balance, this budget is able to achieve a proposed tax rate increase under 4%.

The City is continuing its efforts around diversity, equity, inclusion, justice and belonging (DEIJB) and is proposing administrative funding support for Systemic Equity Infrastructure. The City also continues to work closely with organizations such as the Overcomers Refugee Services, Ascentria, and Second Start. With a new fee structure in place, the City-Wide Community Center is used by local organizations such as Change for Concord, Project STORY, Riverbend Community Mental Health, and the Community Action 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 Council and City staff continue efforts with diversity, equity, inclusion, justice and belonging (DEIJB) and works with the Municipal Equality Index. The Fiscal Year 2025 budget includes funding to facilitate a wider recruitment net from a diverse pool of candidates.

Fiscal Year 2024 Review

During Fiscal Year 2024, the City Council approved funding to support retention and recruitment bonuses at the Police Department (\$505,000), General Services Department (\$385,000), and a temporary earned accrual leave bank across all departments (\$66,200). These efforts and funding by the City Council were intended to increase job satisfaction levels by employees and help recruit and retain police officers and CDL drivers. The initiatives have helped improved retention.

Key projects advanced throughout the City during the year included:

Private Projects

- Significant progress on the former New Hampshire Employment Security Building by John J. Flatley Companies with an expected completion date of early August;
- United Therapeutics Corporation 36,000 SF building at the Concord Airport constructed;
- The new Grappone Mazda dealership on Manchester Street opened;
- Penacook Landing Apartments Phase II is complete;
- 48-unit workforce housing apartment complex under construction by the CATCH Housing on Route 106;
- 123-unit workforce housing apartment complex under construction by Brookline Opportunities on Pembroke Road;
- Redevelopment of the 1st Congregational Church to a 30-unit market-rate housing development is underway;
- Redevelopment of the 120 Pleasant Street housing development by the Concord Coalition to End Homelessness is complete; and
- Market Basket shopping center off of Whitney Road is nearly complete, with ongoing interest for additional business development.

City Projects

- City Council authorized funding for the design of the McKee Square roundabout;
- Working on revised design of Beaver Meadow Clubhouse Project;
- White Park inclusionary playground funding was approved from the Land & Water Conservation Fund (LWCF);
- Federal Aviation Administration (FAA) funding was approved for the Airport Terminal Design Project;
- Land & Water Conservation Fund funding was approved for the Merrimack River Greenway Trail Project;
- Matching funds were approved from the New Hampshire Department of Transportation (NHDOT) for the Manchester Street Project;
- Design and construction of lighting improvements for Keach Park was approved by City Council;
- Funding was approved by the City Council for the Fire Department for PFAS-free firefighter gear, first in the nation;
- Assessing full measure and list project was approved; and
- City Council approved funding for the purchase of the former Concord Group Insurance property as the future site of the new Concord Police Station Headquarters.

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 design work continues 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; and
- The partnership continues with the Boys and Girls Club of Central New Hampshire for the construction of a Penacook Library & Activity Center in Penacook Village, which is expected to open in September 2024.

Fiscal Year 2025 Budget

The Fiscal Year 2025 budget presented here totals \$170,457,336 across all funds, with a 3.89% tax rate increase for the General Fund.

Not included in this budget is funding for the Recruitment and Retention initiatives. Understanding the importance of this issue as a “one time” bridge towards the completion of the Class and Compensation Study that will soon be underway. The estimated costs for the Recruitment and Retention issues proposed in the PCR listing is **\$1,397,280**, broken down as follows:

• General Services PCR #252 Winter Operations Stipend	\$400,000
• Human Resources PCR #39 Retention Bonus for Non-Police Employees	\$310,500
• Human Resources PCR #40 Certification Bonus/Extra Step	\$ 83,000
• Human Resources PCR #41 Earned Leave Bonus Overtime	\$203,780
• Police PCR #134 Police Officer Retention	<u>\$400,000</u>
Total	\$1,397,280

The recommended Fiscal Year 2025 Operating Budget comes after Standard and Poor’s Global 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. However, a significant decline in fund balance may impact the City’s rating.

Fiscal Year 2025 Budget Assumptions

For Fiscal Year 2025, both revenue and expense estimates used recent results and future expectations to help determine the recommended budget.

General Fund

Revenues:

Strong building permit revenue results in Fiscal Year 2023 are projected for the remainder of Fiscal Year 2024 plus anticipated projects helped to increase the Fiscal Year 2025 budget estimate by \$192,000. Motor vehicle registrations have continued to exceed expectations and new car dealerships now have an ample supply of cars to sell, resulting in a budget estimate increase of \$225,000. Ambulance charges are regularly ahead of budget along with emergency and non-emergency planned fee increases, which provide for an increase in the budget estimate of \$700,000. Investment income will likely exceed \$2.6 million in Fiscal Year 2024. With strategic purchases of staggered maturity dates for certificates of deposits and the possibility of a reduction in the Federal Reserve’s interest rate in the first two quarters of the next calendar year, Investment Income is anticipated to increase \$940,000. Fiscal Year 2024 was the last year of the use of ARPA funds to support wages and other operational expenses. The offset for Fiscal Year 2025 is a projected increase in the use of Fund Balance in the amount of \$266,000 to \$561,000. Overall General Fund revenues are up 6%.

Expenses:

Compensation increased a total of \$1.8 million or 5%. Fringe Benefits increased \$1.5 million or 7%, which was mainly driven by a 10.5% health insurance rate increase. Utilities increased \$142,000 or 11%, which reflects the second half of the electricity rate increase for the new contracts that took effect in December 2023, and the increase in natural gas supply costs that takes effect in December 2024. Debt Service increased \$598,000 or 8% and reflects the increased principle and interest costs associated with new bonded capital projects from the January 2024 bond sale. Miscellaneous expenses are up \$140,000 or 14% and include a \$130,000 increase in the Human Services Special Programs line (mainly rental/housing assistance), which is consistent with the anticipated Fiscal Year 2024 results. Transfer Out is up \$511,000 or 16%, this includes a \$205,000 increase in Transfer Out to Trust for Technology Reserve \$53,000; Highway Reserve for paving \$152,000 (for a total of \$988,000 annually); and a \$306,000 increase in the Transfer Out to the Solid Waste Fund to support a portion of the new solid waste contract that will go into effect on July 1, 2024. Overall General Fund expenses are up 6%.

Other notable items:

Finance and Technology – City Council Goal #1

This budget uses \$561,000 of fund balance to balance the budget and minimize the tax rate increase to 3.89%. The main driver is no additional ARPA funding for Fiscal Year 2025. While the use of fund balance does not meet Goal #1, action will be taken to reduce this use in future budgets. This budget includes an additional \$41,800 to support: Security Systems Software Assurance, upgrades to the phone system and IT Security Awareness training. Cable TV revenues are projected to decrease in Fiscal Year 2025. The City payment to Concord TV is based on a percentage of revenues. This payment will remain consistent from year to year to achieve no adverse impact. This will require additional consideration in future years.

Organizational – City Council Goal #2

The City continues to invest in its employees through training opportunities. This budget continues to build on this by funding ongoing training, tuition and conferences across all departments/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. The Human Resources Department is currently working on a citywide class and compensation study that will take approximately eighteen months to complete.

Housing/Homelessness – City Council Goal #3

This budget includes increased funding in the Human Services budget for rent, utilities, food, prescriptions, transportation and staffing. The City works with community partners to secure grants and assistance where possible. This budget also continues funding for two Police Social Workers to assist with opioid, health and homeless issues. The Police, Fire and Human Services Departments are all extremely involved in ongoing efforts to address housing and homeless issues.

Transportation and Utility Infrastructure – City Council Goal #4

This budget includes capital projects to support street paving and sidewalk programs, and improvements to McKee Square. The City is also working with State partners on the I-93 Widening Project and on the State Parking Garages. The Heights section of Concord has a significant Sewer Utility capital project proposed in the budget. This project includes a pump station overhaul to increase capacity and replacement of collection system pipe to increase capacity beginning in the Heights and ending at the Hall Street Wastewater Treatment Plant.

Community and Economic Development – City Council Goal #5

Included in the capital portion of this budget is funding for the New Airport Terminal Building Project, the Heights Sewer Project (discussed in Goal #4), and Design of the new Police Department Headquarters. Other City initiatives also include interim Zoning Amendments/Master Plan Update/Concord Next 2.0; implementation of an Economic Development Advisory Committee; Economic Development website overhaul; regulatory amendments related to charitable gaming issues; and the Mayor’s Business Visitation Program.

Energy Environment and Sustainability – City Council Goal #6

This budget proposes funding for an electric vehicle charging station at the Wastewater Treatment Plant, certified laboratory analysis of Wastewater Treatment Plan influent and effluent stream and for PFAS sampling. The City continues to work on sustainability issues with operations and with City partners. The Energy and Environment Committee was tasked with bringing a Community Power program to the City Council and community public information meetings are planned for the Summer of 2024. The City is working with Kearsarge Solar for the construction of solar arrays on the Old Turnpike Road landfill property and the Hall Street Wastewater Treatment Plant property. When these projects are under agreement and complete, they will provide revenue for the City in the form of PILOT payments, Net Metering revenue and Lease payments. The City is also working on plans to replace the remaining City ornamental street lights to LED lights and is researching grant opportunities for this project. The City enjoys a history of collaboration with local organizations to enrich the quality of life for the community. In Fiscal Year 2025, 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. Funding for two new electric vehicle (EV) charging stations at the Wastewater Treatment Plant is included. This is in addition to the two stations added in Fiscal Year 2024 at the Water Treatment Plant.

Public Safety – City Council Goal #7

Funding is included in this budget for the design of a new Police Station at the 4 Bouton Street property. Also included is a City Hall Campus master plan, presuming the relocation of the Police Station. The Police Department continues to build out the Social Worker positions and foster Community Policing with community engagement. The Fire Department PFAS-free Gear was approved during Fiscal Year 2024, first in the nation. The Fire Department continues with replacement equipment for ambulances and trucks, which have a very long lead time. Both the Police and Fire Departments continue to work on effectiveness, accountability and towards accreditation. For both Police and Fire, recruitment and retention of employees are of the highest priorities due to the unprecedented levels of vacancies.

Recreation and Leisure – City Council Goal #8

Quality of life in the City is of paramount importance. The City is focused on the continuing work of the new Canal Street Riverfront Park, the White Park Inclusionary Playground, the new Penacook Library and Activity Center, Memorial Field Design and Partnership Review, Keach Park Lights, Merrimack River Greenway Trail (as a community partnership), the Garrison Park Pool, enduring improvements to Terrill Park, design for Kiwanis Park, and the initiative to identify additional property for greenspace on the East Side of the City.

Please note that City Council “Priorities” and “Goals” are used interchangeably in this document. This budget, including Operating Funds, Capital and TIF’s are developed to work towards the City Council Priorities. A full listing of City Council Priorities (Goals) and status updates, can be found in the City Council section of this document.

Other Staffing

This budget includes the reorganization of positions in General Services by adding a Laboratory Operation Assistant Supervisor, a Laboratory Operations Manager, a Wastewater Maintenance Lead, a Senior Road Crew Supervisor, a Sign and Pavement Marking Crew Lead, and a Water Treatment Plant Operations Lead; and the elimination of a Wastewater Treatment Plant Crew Lead, an Environmental Compliance Manager, a Wastewater Operation Supervisor, a Pavement Markings Supervisor, a Road Crew Supervisor and a

Water Treatment Plant Operator; which results in a net cost increase of \$13,400 across all funds. This budget also includes the addition of a Civil Engineer Project Manager and the elimination of a Permitting System Coordinator in Community Development; the addition of a Library Technician and part-time Library Technician at the Penacook Library; the addition of a part-time Recreation Associate and a part-time Recreation Specialist, also for the Penacook Activity Center; and the addition of a full-time Administration Specialist II and the elimination of a part-time Administrative Special II in Human Services.

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 2025, the City continues funding for the part-time Trails Ranger position.

Tax Increment Finance Districts

The City's three Tax Increment Finance Districts continue to perform well. The Fiscal Year 2025 Budget continues 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. The retained value will continue to preserve working capital for future construction of Storrs Street North, and portions of the Merrimack River Greenway Trail project, which will eventually traverse through the District. In Fiscal Year 2025, the Sears Block TIF District (SBTIF) is scheduled to release 20% of its captured assessed value or \$10.3 million to support the City's General Fund and other taxing authorities.

The Penacook Village TIF District (PVTIF) will continue to release 15% of its assessed value. This is due to the success of the City's investment in infrastructure for the Whitney Road Interchange Development and Market Basket projects, coupled with other past developments. This released value will support the City's General Fund, Merrimack Valley School District, and Merrimack County.

Solid Waste Fund

The budget for this fund includes funding for the increased costs of the new municipal solid waste contracts for collection, disposal and recycling. It also reduces revenues and expenses for commercial disposal with the elimination of enforcement of the City's Flow Control ordinance. The City is working on plans to start a pilot program of the automated collection system in July 2026.

Water & Wastewater

The two utility funds continue to provide the City with critical services to meet ever-growing demands. A 7.75% water rate increase and an 8% wastewater rate increase are proposed for Fiscal Year 2025.

These rate increases are necessary to meet ongoing operational increases and capital infrastructure needs. The Water Fund has regular ongoing capital proposals over the next several years. The Wastewater Fund has significant capital demands in Fiscal Year 2025 and future years that are driving additional debt service costs and larger rate increases in future years.

Fiscal Year 2025 Proposed Capital Budget

The proposed Fiscal Year 2025 Capital Program totals \$53,551,745 and the increase is mainly due to four projects: Sewer Main Rehabilitation Project from the Heights to the Hall Street Wastewater Treatment Plant \$16,900,000; Sewer Pump Station Improvements on the Heights \$7,700,000; Design of the new Police Headquarters on Bouton Street \$3,400,000; and the Airport Terminal project \$5,100,000. These four projects represent 99% of the total capital budget increase. Other proposed capital projects are presented in the capital section of the Budget, notable items are described below.

The capital plan serves dual purposes of creating and preserving vital City assets while also stimulating the local economy. This year's capital plan continues to focus on equitable investments in the City's inventory of roads, parks, and utility infrastructure throughout the community. Taken together, these projects will support Concord's economy and improve quality of life for residents by encouraging affordability,

increasing opportunities to access services, and promoting a healthy environment within our neighborhoods.

Major improvements of Manchester Street are planned in future years. The Fiscal Year 2025 CIP budget proposes funding in the amount of \$351,000 for the relocation of private signage for future roadway improvement, of which 80% is programmed to be funded by the State of New Hampshire.

Traffic signals and sidewalk improvements are scheduled for replacement at the Pleasant Street/Green Street Intersection, \$550,000. Slated for design is the North State Street/Bouton Street & North State Street/Penacook Street intersections.

The Merrimack River Greenway Trail phase that runs from Sewalls Falls Road to the Boscawen Town Line is proposed for design in the amount of \$221,000, 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 \$10,000.

This budget proposes significant funding of the Enhanced Neighborhood Street Paving Program (CIP #78) at \$2,861,000 for street paving, pavement preservation, drainage repairs, and emergency overlays.

At White Park, \$203,000 is included for the full-depth reclamation of the basketball court and new fencing. In addition, funding has been provided for repairs to the retaining wall. At Kiwanis Park, \$1 million is planned for skateboard park improvements, pending acceptance of grants and donations, and will be presented to City Council at a later date for appropriation.

This budget proposes the second portion of a two-phase project to conduct a Full Measure and List Analysis of all properties in the City. This project is recommended in conjunction with the City's Board of Assessors and the State of New Hampshire in the amount of \$385,000.

Reflecting this budget's focus on continuous improvement in emergency response, the Fire Department is programmed to replace Engine #5, \$1,101,000; and the Fire Marshal vehicle, \$70,000. The Fire Department will also replace its breathing apparatus, \$915,000; and will replace 30 AED units in all Fire and Police Department vehicles and City buildings (Phase II of II), \$405,000.

The Police Department is provided funding to continue its programmed fleet replacement, acquiring four SUVs for \$280,000, and \$3.4 million for the design on the new headquarters building.

The General Services Department anticipates \$1,455,000 in vehicle and equipment purchases, including dump trucks, a sidewalk tractor, utility/pickup trucks, and other replacement equipment needs of the department.

This budget proposes \$4,186,000 for the construction of a new terminal building and \$797,000 to replace the parking lot. Funding would be a combination of federal, state and Airport Capital General Obligation bonds.

The Wastewater Capital Program provides for sewer main rehabilitation and construction, which includes \$16,900,000 for the Heights Sewer Collection System; \$6,250,000 for the replacement of the pump station at the Steeplegate Mall; \$950,000 for improvements to the pump station at Mountain Green; and \$500,000 for the East Concord pump and grinder replacements. Also included is \$5,040,000 for improvements at the Hall Street Wastewater Treatment Plant.

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.

Beaver Meadow Golf Course

Due to continued popularity and success of the golf course, and the continued improvements of the greens and fairways, \$403,000 in General Obligation Bonds and Capital Close-out funds are budgeted for the next phase of the irrigation work. Funds for parking lot expansion and replacement are included in the amount of \$900,000 in Golf General Obligation Bonds.

Looking ahead

The Proposed Fiscal Year 2025 Budget is focused on what the community needs to thrive, and invests in the resources and infrastructure that enhances resiliency, affordability and equity throughout our neighborhoods. The ability to deliver excellent services by improving processes, and maintaining and sustaining City programming and infrastructure through partnerships, coordination and strategic thinking are the hallmarks of this community.

We have experienced solid revenue growth through smart economic development and continue to gain a better understanding of the long-term impacts of the pandemic, while at the same time preparing for shifts in value of real estate through the scheduled revaluation. To plan responsibly through changing economic patterns, this budget prioritizes sustainable investments that position the City for continued stability and growth. Supporting the City workforce through collaborative collective bargaining agreements, proper management of long-term debt obligations and strong fiscal management that maintains an AA+ bond rating are the drivers in this proposal.

New investments in this budget are based on informed analysis that supports long-term goals, includes a process of regularly reviewing operations, and ensures a continued delivery of excellent core services.

The proposed budget investments solidify that Concord is a great place to raise a family. By prioritizing our libraries, community centers, and open space and trails, we are making investments in the lives of the entire community. At the same time, this work supports our climate, livability and justice of our neighborhoods for our residents. This work will also support enhancing climate resilience across Concord to prepare for continued climate change.

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 2025

Budget in Brief

www.concordnh.gov





AA+
S&P Bond
Rating

Certificate of
Achievement
for Excellence
in Financial
Reporting –
28th Year

Distinguished
Budget
Presentation
Award –
9th Year

The Fiscal Year 2025 budget is a guide for operations, and investments in the community to achieve continued economic development and resilience by the City Council for the citizens and taxpayers of Concord.

We hope you will find this document helpful to gain a solid understanding of the needs and priorities of City. This Budget in Brief is intended to provide an overview of the City's adopted budget.

Full budget details are also available online at concordnh.gov.



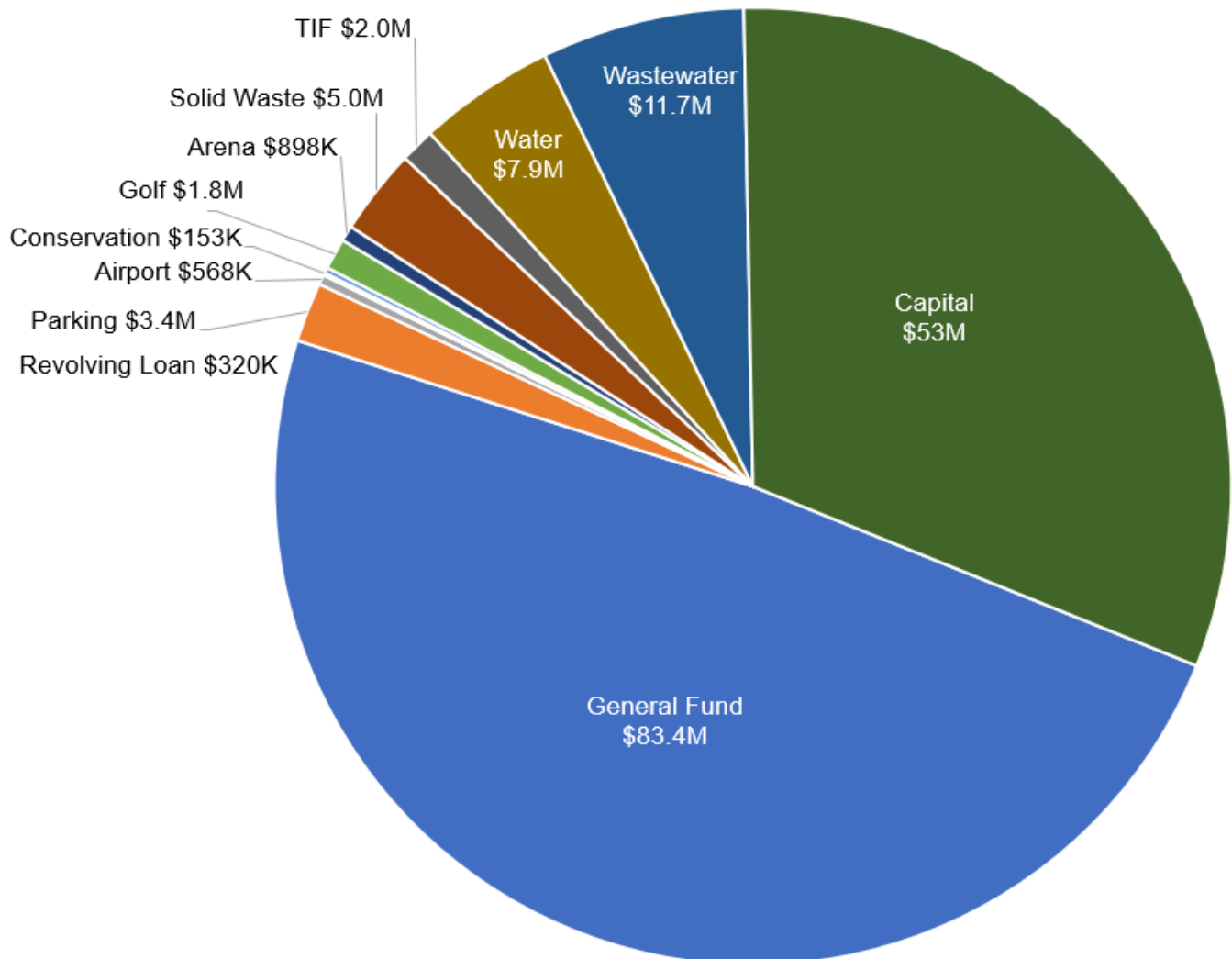
TOTAL BUDGET OVERVIEW

**The FY25 budget includes a
3.47% tax rate increase**

FY24 Adopted Budget*: \$130.7 million

FY25 Budget*: \$170 million

**Includes Capital Improvement Projects*



CURRENT PROPERTY TAX RATES

CONCORD: \$26.86



School	City	County
\$15.18	\$9.51	\$2.17

PENACOOK: \$29.15



School	City	County
\$17.47	\$9.51	\$2.17

TAX RATE IMPACT



A 3.47% tax rate increase (City portion) equates to \$115.50 for a \$350K house.

What Do City Taxes Pay For?



33%
Fire

29%
Police

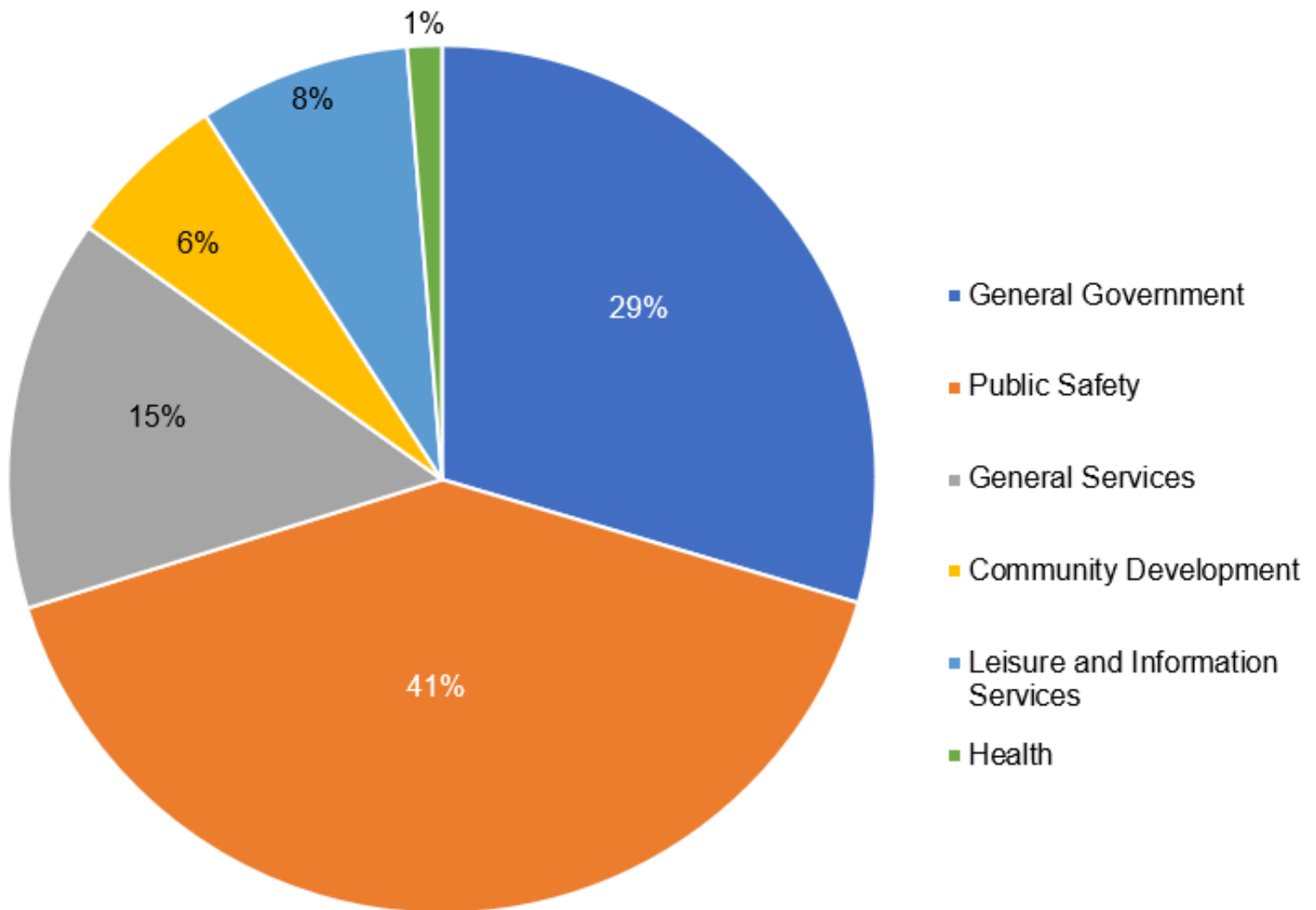
23%
**General
Services**

15%
**Debt
Service**

GENERAL FUND OVERVIEW

\$83.4 MILLION

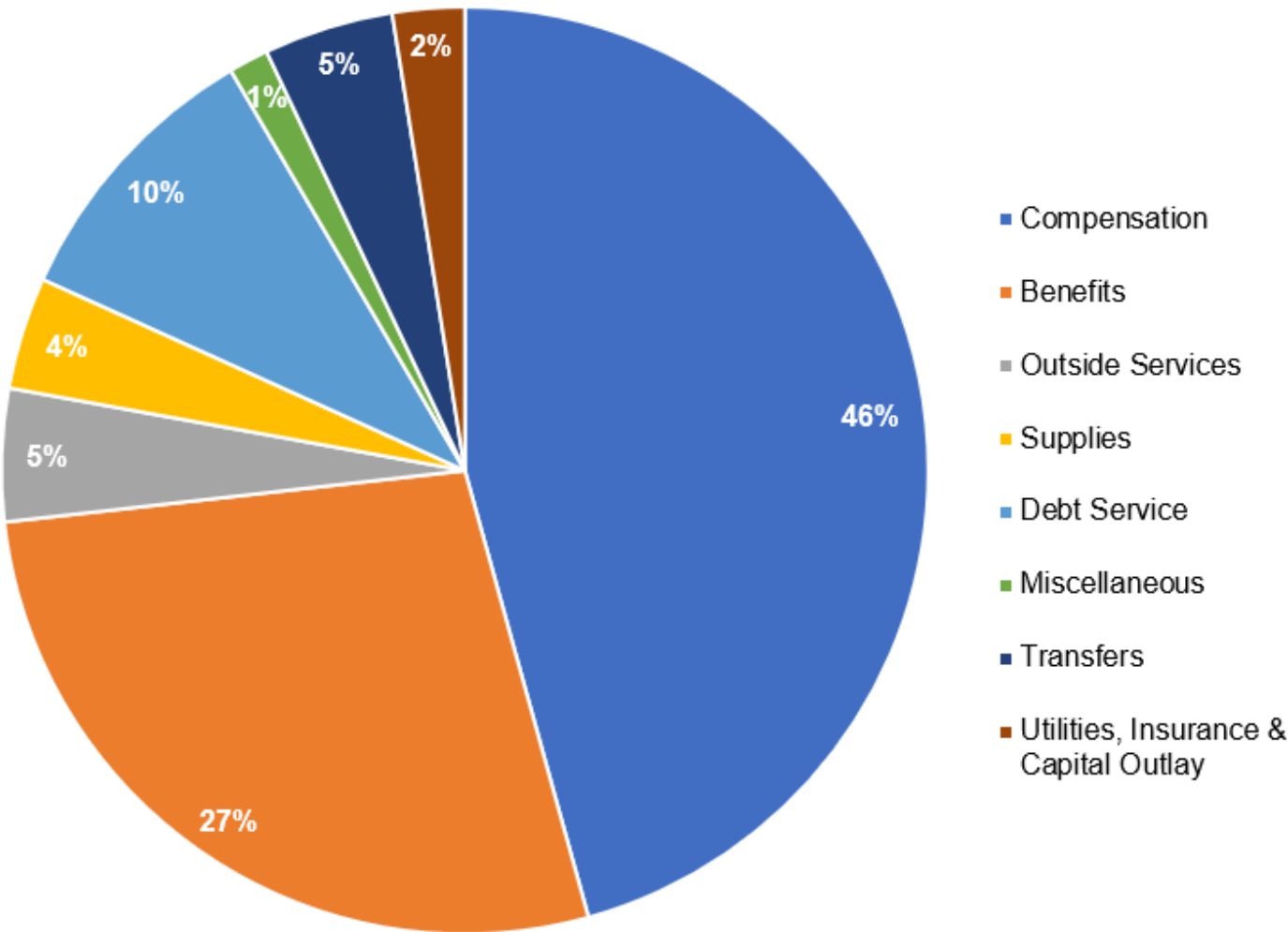
General Fund Expenses By Function



GENERAL FUND OVERVIEW

\$83.4 MILLION

General Fund Expenses By Classification



BUDGET TO BUDGET GENERAL FUND COMPARISON

FISCAL YEAR 2024 TO FISCAL YEAR 2025

Notable Budget Increases / Decreases



Compensation:
\$1.8 million



Benefits:
\$1.5 million



Use of Fund
Balance:
\$286K



Debt Service:
\$598K

NOTABLE ITEMS IN THE FY25 BUDGET



Design of New Police
Headquarters:
\$3.4 million



4 New Police
Vehicles: \$280K



New Airport Terminal
Facility:
\$5.1 million



Replace Engine 5:
\$1.1 million



Neighborhood Street
Paving Program:
\$2.9 million



Sewer Infrastructure
Improvements:
\$24.6 million

NOTABLE ITEMS IN THE FY25 BUDGET



7.75% Water
Rate Increase

8.0% Wastewater
Rate Increase



Opening of New
Penacook Community
Center & Library:
\$163K



Increase in
Investment Income:
\$1 million

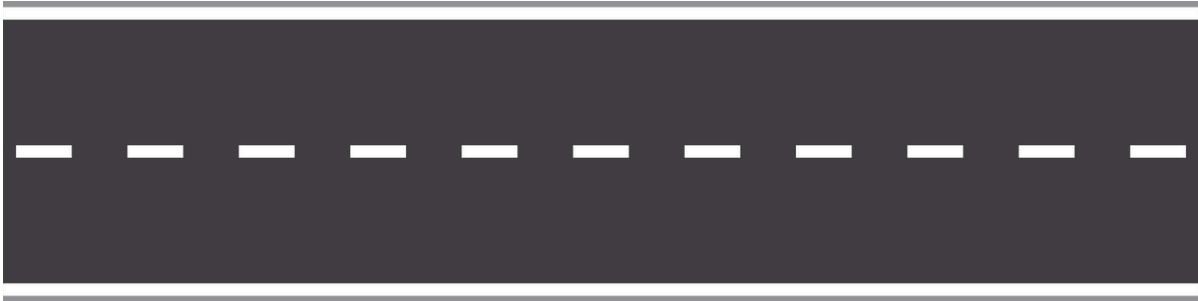


Increase in Human
Services Funding for
Staff & Programs:
\$248K



Total Use of Fund
Balance:
\$561K

NEIGHBORHOOD STREET PAVING PROGRAM



The City of Concord continues with the neighborhood street paving program plan, 2% of the tax rate in FY25.

FY25: \$2.9 million

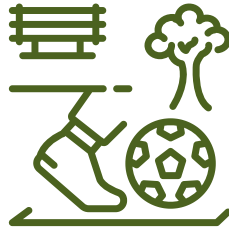
Annual transfer from the General Fund to the Highway Reserve:

- FY24: \$1.4 million
- FY25: \$1.5 million

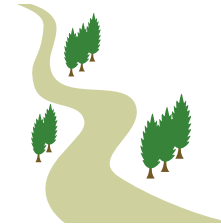
CAPITAL IMPROVEMENT PROJECTS



Manchester Street
Improvements:
\$351K



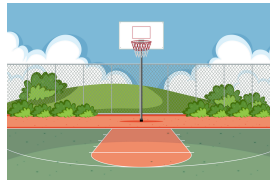
City-Wide
Recreation Center
Improvements:
\$50K



Merrimack River
Greenway Trail:
\$221K



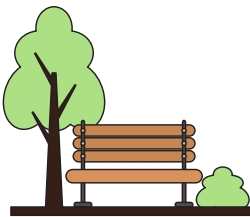
Downtown
Squares & District:
\$110K



White Park Basketball
Court & Retaining Wall:
\$203K



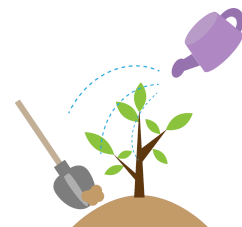
Cemetery
Improvements:
\$151K



Kiwanis Park
Construction:
\$1 million

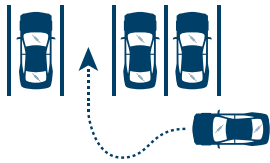


Assessing Full
Measure & List:
\$385K



Tree Planting:
\$10K

CAPITAL IMPROVEMENT PROJECTS



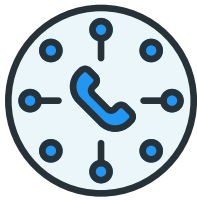
Golf Course Parking
Lot & Irrigation
Equipment:
\$1.5 million



Parking Meters:
\$80K



Information Technology
Hardware/Software
Replacement:
\$250K



Information
Technology New
Telephone System:
\$300K



Library
Renovations:
\$60K



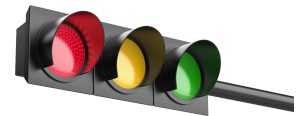
City Hall
Improvements:
\$375K



Library
Equipment:
\$24K



New Airport
Terminal Facility:
\$5.1 million

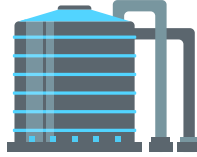


Traffic Signal
Improvements:
\$795K

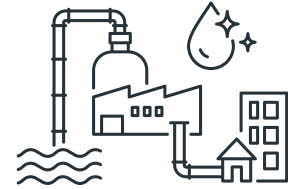
CAPITAL IMPROVEMENT PROJECTS



Stormwater
Improvements:
\$500K



Water Plant & Tank
Improvements:
\$460K



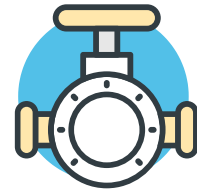
Wastewater Plants
Improvements:
\$5 million



Storm Sewer
Improvements:
\$540K



Water Meter
Replacement:
\$400K



Water Main
Cleaning & Lining:
\$550K



Wastewater Main
Rehabilitation &
Pump Station:
\$24.6 million



General Services
Vehicle
Replacement:
\$1.5 million



COMF
Improvements:
\$225K

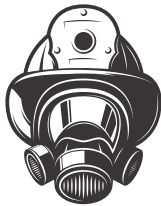
CAPITAL IMPROVEMENT PROJECTS



New Police
Headquarters Design:
\$3.4 million



Police Communication
& Equipment
Replacement:
\$187K



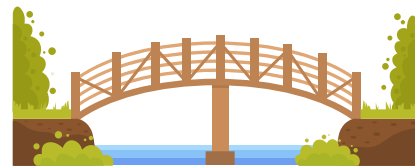
Fire Department Breathing
Apparatus & Equipment
Replacement:
\$975K



Fire Station
Improvements:
\$250K

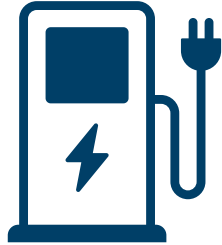


Fire EMS Equipment
Replacement:
\$405K

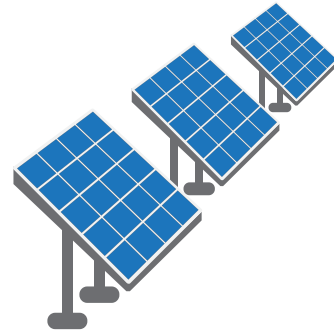


Bridge & Dam Projects:
\$352K

SUSTAINABILITY INITIATIVES



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



Working on Plans for
Solar Arrays at Old
Turnpike Road Landfill
& Wastewater
Treatment Plant

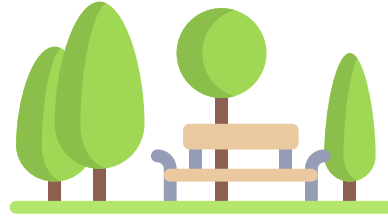


Trails Ranger position
(continued in 2025)

CONCORD AT A GLANCE



80+ miles
of trails



339 acres
of parks



220 miles of roads



301K circulation items
from Concord libraries
(2023)



61K Police & Fire
service/response calls
(2023)

LOOKING FORWARD

This budget is focused on what the community needs to thrive by investing in the resources and infrastructure that enhances resiliency, affordability and equity throughout our neighborhoods. All while being positioned to deliver excellent services by improving processes; maintaining and sustaining City programming and infrastructure through community partnerships.

Departments have experienced solid revenue growth through smart long-term economic decisions as the City prepares for shifts in the value of real estate through the scheduled revaluation.

Sustainable investments are being made that position the City for continued stability and growth through collaborative collective bargaining agreements, proper management of long-term debt obligations and strong fiscal management.

New investments are based on informed analysis that supports City Council Priorities and includes a process of regularly reviewing operations to ensure continued delivery of excellent core services.

Concord is a great place to raise a family. By prioritizing libraries, community centers, and open space and trails, investments are being made in our residents' future. At the same time, this work supports climate change initiatives, livability and justice for neighborhoods and residents.

This budget acknowledges the employees that helped to bring many parts of these efforts together for the City Council and this great community. Department heads and their staff have provided creative leadership in shaping their budgets and alternative suggestions through continued, excellent financial management.

Budget Summary

Revenue by Function	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
General Fund					
General Government	\$70,861,404	\$70,222,010	\$75,223,650	\$73,242,972	\$73,874,035
Public Safety	\$4,779,866	\$4,125,251	\$4,125,251	\$4,655,736	\$5,022,768
General Services	\$959,400	\$1,015,162	\$1,015,162	\$1,023,242	\$1,086,083
Community Development	\$1,785,237	\$1,649,625	\$1,671,748	\$2,070,507	\$1,889,767
Leisure and Information Servic	\$1,598,249	\$1,367,705	\$1,367,705	\$1,389,735	\$1,496,848
Health	\$14,317	\$10,000	\$10,000	\$12,000	\$10,000
Sub Total	\$79,998,473	\$78,389,753	\$83,413,517	\$82,394,191	\$83,379,501
Special Revenue Funds					
Parking	\$3,509,949	\$3,052,850	\$3,052,850	\$3,349,255	\$3,075,607
Airport	\$501,987	\$477,180	\$482,972	\$483,750	\$493,583
Conservation Property	\$90,928	\$130,449	\$130,449	\$99,484	\$152,565
Revolving Loan	\$65,250	\$639,680	\$639,680	\$363,700	\$319,837
Golf	\$1,802,839	\$1,635,176	\$1,635,176	\$1,903,118	\$1,905,712
Arena	\$796,434	\$767,455	\$767,455	\$810,629	\$813,240
Solid Waste	\$4,837,471	\$5,189,666	\$5,224,666	\$5,029,953	\$4,123,245
Sub Total	\$11,604,858	\$11,892,456	\$11,933,248	\$12,039,889	\$10,883,789
Enterprise Funds					
Water	\$6,526,645	\$7,078,630	\$7,078,630	\$6,719,768	\$7,387,578
Wastewater	\$9,797,250	\$10,490,933	\$11,236,656	\$11,105,422	\$11,244,102
Sub Total	\$16,323,895	\$17,569,563	\$18,315,286	\$17,825,190	\$18,631,680
Capital and Other Funds					
Capital Projects	\$25,736,063	\$20,163,326	\$28,591,268	\$21,024,658	\$52,991,745
North End Opp Cor TIF District	\$498,547	\$485,680	\$485,680	\$548,198	\$509,201
Sears Block TIF District	\$1,134,494	\$1,179,070	\$1,179,070	\$1,184,015	\$1,138,575
Penacook Village TIF District	\$519,221	\$651,920	\$651,920	\$619,710	\$670,983
Sub Total	\$27,888,325	\$22,479,996	\$30,907,938	\$23,376,582	\$55,310,504
Total Revenue	\$135,815,551	\$130,331,768	\$144,569,988	\$135,635,852	\$168,205,474

Budget Summary

Expense by Function	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
General Fund					
General Government	\$24,897,263	\$23,122,690	\$27,118,163	\$26,682,478	\$24,791,561
Public Safety	\$31,157,221	\$32,230,333	\$32,848,523	\$33,056,239	\$33,808,301
General Services	\$10,647,516	\$11,399,494	\$11,786,494	\$11,555,339	\$12,192,155
Community Development	\$3,929,513	\$4,702,647	\$4,712,747	\$4,138,027	\$4,974,643
Leisure and Information Servic	\$5,386,974	\$6,116,088	\$6,129,088	\$5,913,530	\$6,560,613
Health	\$728,157	\$818,501	\$818,501	\$950,605	\$1,052,228
Sub Total	\$76,746,645	\$78,389,753	\$83,413,517	\$82,296,218	\$83,379,501
Special Revenue Funds					
Parking	\$2,808,452	\$3,292,980	\$3,292,980	\$3,132,376	\$3,426,360
Airport	\$412,956	\$473,594	\$479,386	\$526,013	\$567,603
Conservation Property	\$53,307	\$130,449	\$130,449	\$117,483	\$152,565
Revolving Loan	\$622,423	\$639,680	\$639,680	\$363,700	\$319,837
Golf	\$1,632,335	\$1,634,176	\$1,634,176	\$1,739,860	\$1,782,057
Arena	\$809,436	\$822,299	\$822,299	\$847,210	\$897,880
Solid Waste	\$4,557,520	\$4,990,501	\$5,025,501	\$4,791,786	\$4,958,014
Sub Total	\$10,896,428	\$11,983,679	\$12,024,471	\$11,518,428	\$12,104,315
Enterprise Funds					
Water	\$7,153,195	\$7,600,712	\$7,600,712	\$7,331,534	\$7,886,680
Wastewater	\$9,261,561	\$10,555,787	\$11,301,510	\$10,917,367	\$11,688,396
Sub Total	\$16,414,756	\$18,156,500	\$18,902,223	\$18,248,901	\$19,575,076
Capital and Other Funds					
Capital Projects	\$18,855,554	\$20,163,326	\$28,591,268	\$12,250,569	\$52,991,745
North End Opp Cor TIF District	\$232,199	\$248,395	\$248,395	\$248,780	\$250,240
Sears Block TIF District	\$1,249,695	\$1,271,510	\$1,271,510	\$1,271,510	\$1,246,283
Penacook Village TIF District	\$428,904	\$467,150	\$467,150	\$466,510	\$506,175
Sub Total	\$20,766,352	\$22,150,381	\$30,578,323	\$14,237,369	\$54,994,443
Total Expense	\$124,824,181	\$130,680,313	\$144,918,533	\$126,300,916	\$170,053,336

Budget Summary

Revenue by Classification	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
General Fund					
Property Taxes	\$46,475,977	\$48,686,053	\$48,885,088	\$49,621,000	\$51,287,100
Other Taxes	\$789,937	\$737,239	\$737,239	\$952,100	\$786,796
Intergov Revenue	\$8,847,728	\$5,768,228	\$6,866,069	\$6,841,983	\$6,056,955
Rental Income	\$243,733	\$269,993	\$269,993	\$244,118	\$277,773
Fines and Penalties	\$402,906	\$468,700	\$468,700	\$408,050	\$406,050
Licenses and Permits	\$1,599,767	\$1,413,205	\$1,413,205	\$1,903,888	\$1,754,865
Investment Income	\$1,592,339	\$1,310,000	\$1,310,000	\$2,250,000	\$2,355,975
Donations	\$50,443	\$52,380	\$52,380	\$36,930	\$38,700
Transfer In	\$5,079,039	\$5,106,480	\$5,233,280	\$5,224,053	\$4,413,342
Use of Fund Bal/RE	\$0	\$295,150	\$3,735,640	\$0	\$560,760
Motor Vehicle Reg	\$7,432,125	\$7,600,000	\$7,600,000	\$7,686,200	\$7,889,000
Dept Service Charges	\$4,569,969	\$4,232,945	\$4,232,945	\$4,711,938	\$4,925,885
Retiree Health Reimb	\$1,440,456	\$1,461,890	\$1,461,890	\$1,455,650	\$1,504,560
Other Revenue	\$1,474,055	\$987,490	\$1,147,088	\$1,058,282	\$1,121,740
Sub Total	\$79,998,473	\$78,389,753	\$83,413,517	\$82,394,191	\$83,379,501
Special Revenue Funds					
Intergov Revenue	\$77,105	\$94,746	\$94,746	\$94,296	\$94,474
Rental Income	\$1,919,413	\$1,987,192	\$1,987,192	\$2,024,327	\$2,044,595
Fines and Penalties	\$400,928	\$426,950	\$426,950	\$434,000	\$430,000
Licenses and Permits	\$900	\$700	\$700	\$700	\$0
Investment Income	\$56,458	\$23,700	\$23,700	\$81,825	\$51,720
Transfer In	\$1,952,954	\$1,576,477	\$1,576,477	\$1,576,477	\$1,871,805
Use of Fund Bal/RE	\$0	\$629,430	\$670,222	\$279,900	\$284,353
Dept Service Charges	\$347,571	\$349,650	\$349,650	\$375,154	\$407,134
Parking-Metered	\$1,403,877	\$1,355,130	\$1,355,130	\$1,540,000	\$1,370,000
SW Commercial Sales	\$1,556,345	\$1,682,920	\$1,682,920	\$1,518,447	\$310,440
SW Residential Sales	\$1,968,702	\$2,139,810	\$2,139,810	\$2,135,090	\$2,135,090
Golf Permit and Fees	\$918,705	\$868,131	\$868,131	\$977,783	\$1,072,653
Pro Shop Sales	\$829,165	\$706,945	\$706,945	\$851,457	\$749,249
Other Revenue	\$172,735	\$50,675	\$50,675	\$150,433	\$62,275
Sub Total	\$11,604,858	\$11,892,456	\$11,933,248	\$12,039,889	\$10,883,789

Budget Summary

Revenue by Classification (continued)	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Enterprise Funds					
Intergov Revenue	\$103,430	\$339,095	\$339,095	\$339,095	\$326,877
Rental Income	\$3,625	\$1,625	\$1,625	\$1,625	\$1,625
Fines and Penalties	\$55,312	\$58,000	\$58,000	\$58,000	\$58,000
Licenses and Permits	\$1,575	\$1,500	\$1,500	\$1,500	\$1,500
Investment Income	\$340,247	\$140,000	\$140,000	\$515,000	\$344,260
Capital Contribution	\$345,196	\$40,000	\$40,000	\$127,000	\$40,000
Use of Fund Bal/RE	\$0	\$0	\$745,723	\$0	\$0
Dept Service Charges	\$456,988	\$328,100	\$328,100	\$341,182	\$328,100
Water Sales	\$5,784,694	\$6,661,740	\$6,661,740	\$6,163,491	\$6,858,048
Wastewater Sales	\$8,958,053	\$9,922,023	\$9,922,023	\$10,019,599	\$10,523,140
Retiree Health Reimb	\$72,532	\$73,180	\$73,180	\$67,460	\$66,740
Other Revenue	\$202,242	\$4,300	\$4,300	\$191,238	\$83,390
Sub Total	\$16,323,895	\$17,569,563	\$18,315,286	\$17,825,190	\$18,631,680
Capital and Other Funds					
Capital Projects	\$25,736,063	\$20,163,326	\$28,591,268	\$21,024,658	\$52,991,745
Property Taxes	\$2,029,633	\$2,267,300	\$2,267,300	\$2,234,554	\$2,261,365
Investment Income	\$101,570	\$47,000	\$47,000	\$115,000	\$55,000
Other Revenue	\$21,059	\$2,370	\$2,370	\$2,370	\$2,394
Sub Total	\$27,888,325	\$22,479,996	\$30,907,938	\$23,376,582	\$55,310,504
Total Revenue	\$135,815,551	\$130,331,768	\$144,569,988	\$135,635,852	\$168,205,474

Budget Summary

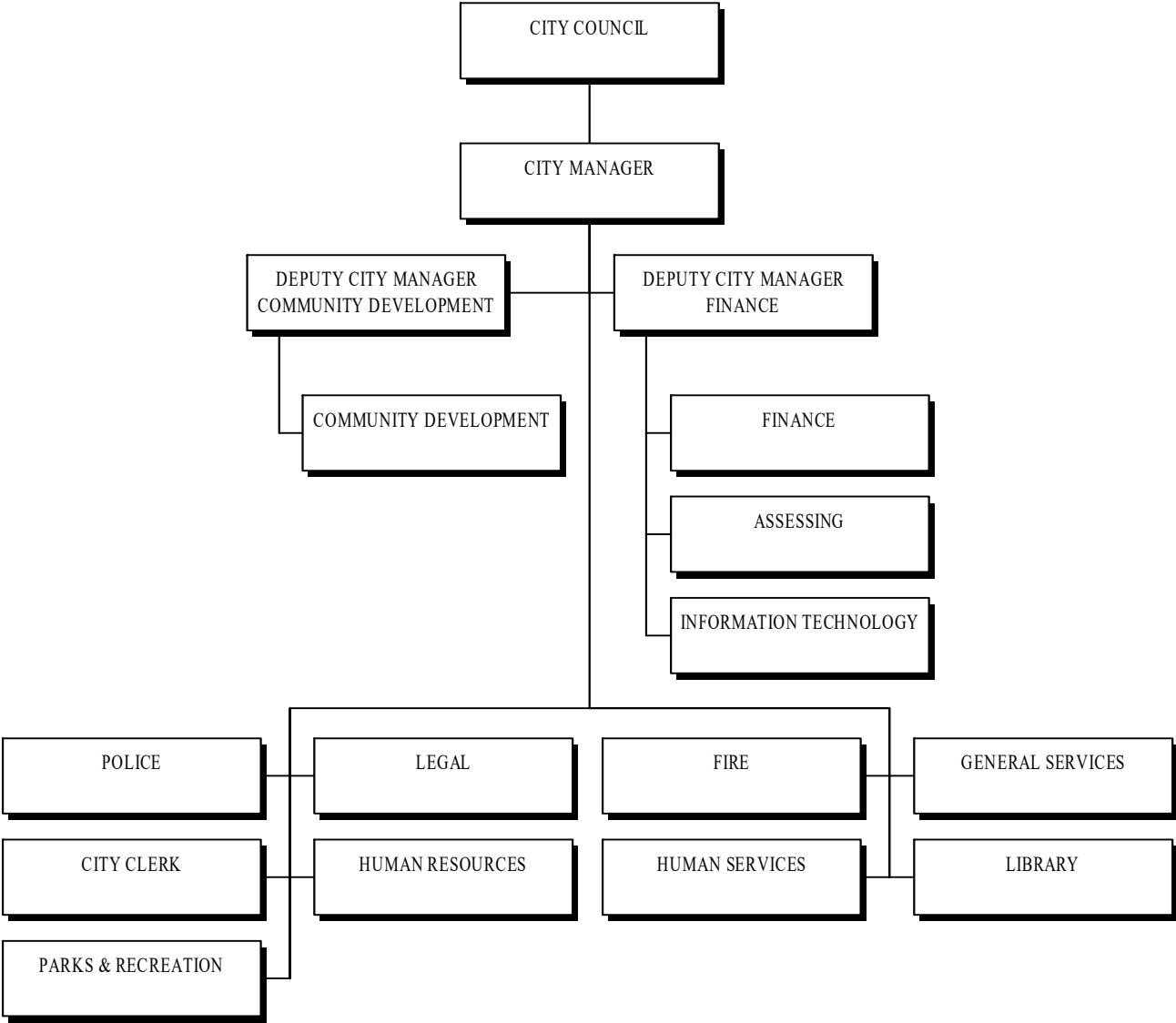
Expense by Classification	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
General Fund					
Compensation	\$33,137,309	\$36,222,307	\$37,119,332	\$36,284,863	\$38,033,602
Fringe Benefits	\$19,908,779	\$21,397,354	\$21,466,120	\$21,059,967	\$22,906,213
Outside Services	\$3,115,619	\$3,808,859	\$3,835,259	\$3,973,161	\$3,985,381
Supplies	\$3,299,512	\$3,194,714	\$3,200,514	\$3,278,751	\$3,258,884
Utilities	\$1,105,699	\$1,350,517	\$1,350,517	\$1,282,011	\$1,492,422
Insurance	\$510,137	\$556,430	\$556,430	\$551,474	\$571,909
Capital Outlay	\$78,144	\$25,000	\$110,000	\$90,210	\$26,600
Debt Service	\$7,438,015	\$7,562,970	\$7,562,970	\$7,562,970	\$8,161,000
Miscellaneous	\$910,008	\$1,015,268	\$1,015,268	\$1,037,568	\$1,175,768
Transfer Out	\$7,243,422	\$3,256,334	\$7,197,107	\$7,175,243	\$3,767,723
Sub Total	\$76,746,645	\$78,389,753	\$83,413,517	\$82,296,218	\$83,379,501
Special Revenue Funds					
Compensation	\$1,536,638	\$1,790,162	\$1,790,162	\$1,697,013	\$1,908,496
Fringe Benefits	\$669,778	\$798,508	\$798,508	\$755,222	\$892,041
Outside Services	\$4,990,608	\$5,516,440	\$5,551,440	\$5,416,590	\$5,562,071
Supplies	\$541,370	\$525,379	\$525,379	\$600,172	\$601,129
Utilities	\$208,518	\$276,960	\$276,960	\$245,940	\$290,600
Insurance	\$37,650	\$38,520	\$38,520	\$41,761	\$44,390
Capital Outlay	\$42,300	\$0	\$0	\$0	\$0
Debt Service	\$1,548,464	\$1,586,780	\$1,586,780	\$1,586,780	\$1,561,290
Miscellaneous	\$811,125	\$850,955	\$850,955	\$564,975	\$538,537
Transfer Out	\$509,978	\$599,975	\$605,767	\$609,975	\$705,760
Sub Total	\$10,896,428	\$11,983,679	\$12,024,471	\$11,518,428	\$12,104,315

Budget Summary

Expense by Classification (continued)	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Enterprise Funds					
Compensation	\$3,260,770	\$3,451,314	\$3,451,314	\$3,300,427	\$3,554,157
Fringe Benefits	\$2,008,375	\$2,144,809	\$2,144,809	\$2,101,063	\$2,246,823
Outside Services	\$1,327,812	\$1,715,112	\$2,395,112	\$2,398,752	\$2,297,388
Supplies	\$1,167,176	\$1,340,935	\$1,340,935	\$1,141,439	\$1,348,396
Utilities	\$807,143	\$1,115,430	\$1,115,430	\$918,800	\$1,179,080
Insurance	\$110,090	\$116,400	\$116,400	\$116,400	\$133,820
Capital Outlay	\$124,675	\$187,800	\$187,800	\$187,800	\$187,800
Debt Service	\$4,801,152	\$5,328,510	\$5,328,510	\$5,328,510	\$5,680,120
Miscellaneous	\$4,522	\$6,000	\$6,000	\$5,520	\$6,000
Transfer Out	\$2,803,040	\$2,750,190	\$2,815,913	\$2,750,190	\$2,941,492
Sub Total	\$16,414,756	\$18,156,500	\$18,902,223	\$18,248,901	\$19,575,076
Capital and Other Funds					
Capital Projects	\$18,855,554	\$20,163,326	\$28,591,268	\$12,250,569	\$52,991,745
Outside Services	\$41,741	\$105,655	\$105,655	\$106,040	\$138,660
Supplies	\$0	\$5,000	\$5,000	\$5,000	\$5,000
Utilities	\$716	\$1,780	\$1,780	\$1,140	\$1,290
Debt Service	\$896,100	\$904,700	\$904,700	\$904,700	\$891,390
Transfer Out	\$972,241	\$969,920	\$969,920	\$969,920	\$966,358
Sub Total	\$20,766,352	\$22,150,381	\$30,578,323	\$14,237,369	\$54,994,443
Total Expense	\$124,824,181	\$130,680,313	\$144,918,533	\$126,300,916	\$170,053,336

Budget Summary

CITY OF CONCORD, NEW HAMPSHIRE
TABLE OF ORGANIZATION



Budget Summary

Staff Listing by Department

City Manager	FY23	FY24	FY25
Full Time			
City Manager	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Public Information Officer	1.00	1.00	1.00
City Manager Total	3.00	3.00	3.00

Legal

Full Time			
Admininstrative Victim Witness Advocate	2.00	2.00	2.00
Assistant City Prosecutor	3.00	3.00	3.00
City Prosecutor	1.00	1.00	1.00
City Solicitor	1.00	1.00	1.00
Deputy City Solicitor	1.00	1.00	1.00
Paralegal	1.00	1.00	1.00
Full Time Total	9.00	9.00	9.00
Part Time			
Assistant City Prosecutor	0.00	0.73	0.73
Legal Secretary	0.56	0.63	0.63
Part Time Total	0.56	1.36	1.36
Legal Total	9.56	10.36	10.36

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)	FY23	FY24	FY25
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	2.00	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	1.00	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	1.00	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	0.67	0.67
Full Time Total	5.00	5.67	5.67
Part Time			
Fiscal Technician II PPT	0.50	0.50	0.50
Part Time Total	0.50	0.50	0.50
Finance Total	24.20	24.87	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	1.00	1.00	1.00
Systems Administrator I	1.00	1.00	1.00
Systems Administrator II	2.00	3.00	3.00
Systems Analyst I	1.00	1.00	1.00
Systems Analyst II	1.00	0.00	0.00
Information Technology Total	9.00	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	FY23	FY24	FY25
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	1.00	1.00	1.00
Fiscal Technician III	1.00	1.00	1.00
Outreach Social Worker	0.00	1.00	1.00
Parking Officer and Equipment Technician	7.00	7.00	7.00
Parking Supervisor	1.00	1.00	1.00
Police Chief	1.00	1.00	1.00
Police Dispatch Supervisor	1.00	1.00	1.00
Police Dispatcher	5.00	5.00	5.00
Police Dispatcher II	2.00	2.00	2.00
Police Lieutenant	8.00	8.00	8.00
Police Officer	69.00	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	1.00	1.00
Full Time Total	113.00	115.00	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	116.19	118.19	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 Alarm Operator	4.00	4.00	4.00
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 Lieutenant	12.00	12.00	12.00
Fire Lieutenant - Paramedic	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00

Budget Summary

Fire (continued)	FY23	FY24	FY25
Full Time			
Firefighter Advanced EMT	11.00	18.00	18.00
Firefighter/EMT	32.00	26.00	26.00
Firefighter Paramedic	21.00	20.00	20.00
Fiscal Supervisor	1.00	1.00	1.00
Lead Fire Alarm Operator	4.00	4.00	4.00
Fire Total	104.00	104.00	104.00

General Services

Full Time			
Administration Division Manager	1.00	1.00	1.00
Administrative Support Specialist	0.00	2.00	2.00
Arena Properties Manager	1.00	1.00	1.00
Arena Supervisor	1.00	1.00	1.00
Assistant Administrative Division Manager	1.00	0.00	0.00
Assistant Highway & Utility Superintendent	1.00	1.00	1.00
Automotive Parts Technician	1.00	1.00	1.00
Communication Coordinator	1.00	1.00	1.00
Communication Technician	1.00	1.00	1.00
Custodial Supervisor	1.00	1.00	1.00
Custodian	4.00	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	1.00
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	3.00	1.00	1.00
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
HVAC Technician	1.00	1.00	1.00
Ice Maintenance Technician	1.00	1.00	1.00
Laboratory Operations Assistant Supervisor	0.00	0.00	1.00
Laboratory Operations Manager	0.00	0.00	1.00
Laborer/Truck Driver	14.00	15.00	15.00
Maintenance-Operations Flex Tech	1.00	1.00	1.00
Maintenance Aide	3.00	3.00	3.00
Maintenance Technician	5.00	4.00	4.00
Meter Technician	3.00	3.00	3.00
Office Manager	0.00	1.00	1.00

Budget Summary

General Services (continued)	FY23	FY24	FY25
Full Time			
Painter	1.00	1.00	1.00
Pavement Marking Signage Technician	1.00	1.00	1.00
Police Mechanic Equipment Technician	1.00	1.00	1.00
Public Properties Crew Leader	1.00	1.00	1.00
Public Properties Division Superintendent	1.00	1.00	1.00
Public Properties Supervisor	1.00	1.00	1.00
Road Crew Supervisor	3.00	3.00	2.00
Senior Maintenance Aide	5.00	4.00	4.00
Senior Road Crew Supervisor	0.00	0.00	1.00
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 Crew Leader	0.00	0.00	1.00
Sign Pavement Marking Supervisor	1.00	1.00	0.00
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	4.00	4.00
Wastewater Crew Leader	1.00	1.00	0.00
Wastewater Maintenance Supervisor	1.00	1.00	1.00
Wastewater Maintenance Lead	0.00	0.00	1.00
Wastewater Operations Supervisor	1.00	1.00	0.00
Wastewater Plant Operator	4.00	4.00	4.00
Wastewater Treatment Plant Superintendent	1.00	1.00	1.00
Water Conservation Technician	1.00	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00
Water Meter Operations Lead	1.00	1.00	1.00
Water Systems Supervisor	1.00	1.00	1.00
Water Treatment Plant Operator	4.00	4.00	3.00
Water Treatment Plant Operations Lead	0.00	0.00	1.00
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	112.00	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	0.00	0.00
Part Time Total	2.20	1.70	1.70
Shared Laborer/Truck Driver	1.50	1.83	1.83
General Services Total	115.70	115.53	115.53

Budget Summary

Community Development	FY23	FY24	FY25
Full Time			
Administrative Specialist II	1.00	1.00	1.00
Assistant City Planner	1.00	1.00	1.00
Assistant Community Development Director	1.00	1.00	1.00
Associate Engineer	2.00	2.00	2.00
Building Inspector	1.00	1.00	1.00
Chief Building Inspector	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00
City Planner	1.00	1.00	1.00
City Surveyor	1.00	1.00	1.00
Civil Engineer Project Manager	1.00	1.00	2.00
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	1.00	1.00	1.00
Electrical Inspector	1.00	1.00	1.00
Engineering Aide	1.00	0.00	0.00
Engineering Technician I	1.00	2.00	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	1.00	1.00	1.00
Housing Inspector	1.00	1.00	1.00
Permit Technician	1.00	1.00	1.00
Permitting System Coordinator	1.00	1.00	0.00
Plumbing/Fire/Mechanical Inspector	1.00	1.00	1.00
Senior Engineering Technician	1.00	2.00	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	35.00	36.00	36.00
Part Time			
Code Inspector	0.50	0.50	0.50
Part Time Total	0.50	0.50	0.50
Community Development Total	35.50	36.50	36.50

Budget Summary

Library	FY23	FY24	FY25
Full Time			
Administrative Library Technician	1.00	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	5.00
Reference Librarian	2.00	2.00	2.00
Youth Services Manager	1.00	1.00	1.00
Full Time Total	12.00	12.00	13.00
Part Time			
Library Assistant II	1.21	1.21	1.21
Library Page	3.85	3.85	3.85
Library Technician	4.10	4.10	4.13
Part Time Total	9.16	9.16	9.19
Library Total	21.16	21.16	22.19

Parks and Recreation

Full Time			
Administrative Technician III	0.00	1.00	1.00
Assistant Parks and Recreation Director	1.00	1.00	1.00
Cemetery Administrator	1.00	1.00	1.00
Cemetery Crew Leader	0.00	1.00	1.00
Cemetery Maintenance Specialist	0.00	2.00	2.00
Equipment Maintenance Mechanic	1.00	1.00	1.00
Equipment Operator II	1.00	0.00	0.00
Equipment Operator III	2.00	1.00	1.00
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	0.00	0.00
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
Recreation and Permitting Manager	0.00	1.00	1.00
Recreation Assistant	2.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00
Senior Maintenance Aide	2.00	2.00	2.00
Full Time Total	23.50	24.50	24.50
Part Time			
Custodian	1.25	1.25	1.20
Guest Services Associates	2.88	2.56	3.06
Recreation Specialist	1.25	1.25	1.95
Senior Citizen Coordinator	0.38	0.38	0.38
Part Time Total	5.75	5.44	6.59
Parks and Recreation Total	29.25	29.94	31.09

Budget Summary

Human Services	FY23	FY24	FY25
Full Time			
Administrative Specialist II	0.00	0.00	1.00
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	5.00
Part Time			
Administrative Specialist II	0.60	0.60	0.00
Part Time Total	0.60	0.60	0.00
Human Services Total	4.60	4.60	5.00
Grand Total			493.78

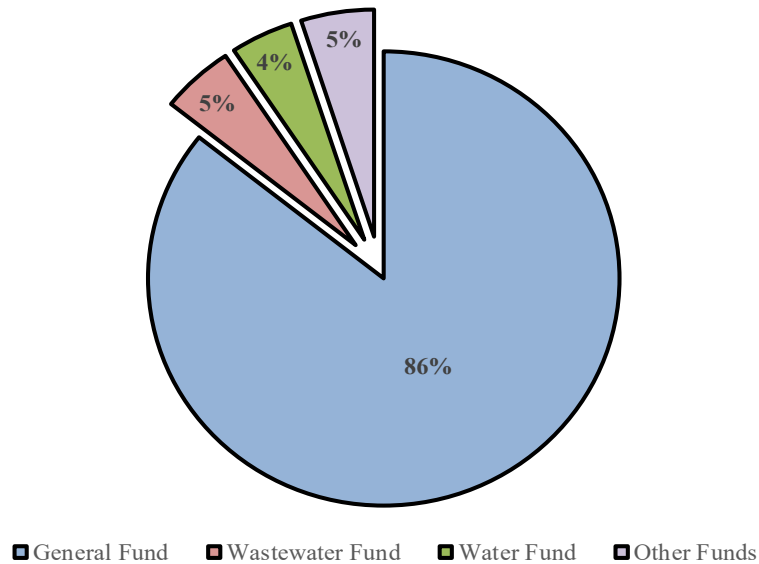
The total number of unique full time and part time positions is 520.

Position Changes for Fiscal Year 2025

Department	Position Additions/Reductions
General Services	Addition of a Laboratory Operations Assistant Supervisor, Laboratory Operations Manager, Wastewater Maintenance Lead, Senior Road Crew Supervisor, Sign and Pavement Marking Crew Lead, and a Water Treatment Plant Operations Lead. Eliminate Wastewater Crew Leader, Environmental Compliance Manager, Wastewater Operations Supervisor, Sign and Pavement Marking Supervisor, Road Crew Supervisor, and a Water Treatment Plant Operator.
Community Development	Addition of a Civil Engineer Project Manager. Eliminate the Permitting System Coordinator.
Library	Addition of a Library Technician and hours to a part time Library Technician position.
Parks and Recreation	Addition of a part time Guest Services Associate and a part time Recreation Specialist.
Human Services	Addition of a full time Administration Specialist II and the elimination of a part time Administrative Specialist II.

Budget Summary

Percentage of Full Time Equivalents by Fund



Budgeted Temporary/Seasonal FTEs by Department

Department - Fund	FY23	FY24	FY25
Assessing - General Fund	0.05	0.05	0.05
City Clerk - General Fund*	4.00	4.00	4.00
Police - General Fund	0.34	0.34	0.34
Community Development - General Fund*	2.17	2.17	2.17
Parks & Recreation - General Fund	13.00	13.00	13.00
Golf Fund	5.49	5.49	5.53
General Services – General Fund	5.04	5.04	5.04
General Services - Arena Fund	3.52	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	34.95	34.95	34.99

Planned Temporary Staff Levels by Department

Department	FY23	FY24	FY25
Assessing	1	1	1
City Clerk	148	148	148
Police	3	3	3
General Services	31	31	31
Community Development	6	6	5
Parks & Recreation	67	67	67
Golf*	20	15	15
Total Temporary Employee Count	276	271	270

* FY24 Golf Fund Correction to seasonal positions

Resolutions

	Fiscal Year 2024	Fiscal Year 2025
	<u>Adopted</u>	<u>Adopted</u>
<u>Use of Funds</u>		
Budget Appropriations	\$78,389,753	\$83,379,501
War Credits	\$267,400	\$267,400
Overlay	<u>\$200,000</u>	<u>\$200,000</u>
Total Use of Funds	\$78,857,153	\$83,846,901
 <u>Sources of Funds</u>		
Miscellaneous Revenues	\$29,703,700	\$32,092,401
Amount to be Raised by Property Taxes	<u>\$49,153,453</u>	<u>\$51,754,500</u>
Total Sources of Funds	\$78,857,153	\$83,846,901
 <u>Tax Rate Determination</u>		
Assessed Value (A.V.) in Thousands of Dollars *	\$5,191,758	\$5,259,602
Amount to be Raised	\$49,153,453	\$51,754,500
Current Year Recommended Tax Rate / \$1,000 A.V.	9.51	9.84 **
Prior Year Tax Rate / \$1,000 A.V.	<u>9.51</u>	<u>9.51</u> *
Difference	-	0.33
Percentage Change	0.00 %	3.47 %
* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of \$5,197,027,000 for municipal purposes and a tax rate of \$9.51 per \$1,000 of assessed value.		
** Portion of the Recommended Tax Rate Allocated to Debt Service		1.55
Portion of the Prior Year Tax Rate Allocated to Debt Service		<u>1.46</u>
Increase/(Decrease) over Prior Year		0.09
Percentage Change		6.16 %
** Portion of the Recommended Tax Rate Allocated to All Other Costs		8.29
Portion of the Prior Year Tax Rate Allocated to All Other Costs		<u>8.05</u>
Increase/(Decrease) over Prior Year		0.24
Percentage Change		2.98 %

CITY OF CONCORD

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

RESOLUTION FIXING AND DETERMINING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF CONCORD FOR THE FISCAL YEAR 2025 ENDING JUNE 30, 2025 FOR THE GENERAL FUND, SPECIAL REVENUE FUNDS, ENTERPRISE FUNDS, DEBT SERVICE FUNDS AND DE MINIMIS ACCOUNTS

WHEREAS, the fiscal year 2025 budget as provided and summarized below; and

WHEREAS, the fiscal year 2025 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 budget to the City Council at least forty-five (45) days before the start of the fiscal year of the budget;

The City of Concord resolves as follows:

That there shall be appropriated the sums of:

Section 1:	<u>General Fund</u>	\$83,379,501
Section 2:	<u>Special Revenue Funds</u>	
	Parking Fund	\$3,426,360
	Airport Fund	\$567,603
	Conservation Property Fund	\$152,565
	Housing Revolving Loan Fund	\$319,837
	Golf Fund	\$1,782,057
	Arena Fund	\$897,880
	Solid Waste Fund	\$4,958,014
Section 3:	<u>Enterprise Funds</u>	
	Water Fund	\$7,886,680
	Wastewater Fund	\$11,688,396
Section 4:	<u>Debt Service Funds</u>	
	North End Opportunity Corridor Tax Increment Financing District	\$250,240
	Sears Block Tax Increment Financing District	\$1,246,283
	Penacook Village Tax Increment Financing District	\$506,175
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 2025 (JULY 1, 2024 TO JUNE 30, 2025) THE SUM OF FIFTY-TWO MILLION NINE HUNDRED NINETY-ONE THOUSAND SEVEN HUNDRED FORTY-FIVE DOLLARS (\$52,991,745) FOR CAPITAL PROJECTS, AUTHORIZING THE ISSUANCE OF BONDS AND NOTES IN THE AMOUNT OF FORTY-FOUR MILLION SEVEN HUNDRED TWENTY-SIX THOUSAND ONE HUNDRED TEN DOLLARS (\$44,726,110), ACCEPTING THE SUM OF THREE MILLION FIVE HUNDRED EIGHT THOUSAND NINE HUNDRED TWENTY-FIVE DOLLARS (\$3,508,925) IN FEDERAL GRANT FUNDS, AND ACCEPTING THE SUM OF FOUR HUNDRED ONE THOUSAND SEVEN HUNDRED TEN DOLLARS (\$401,710) IN STATE GRANT FUNDS FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED IN THE BUDGET DOCUMENT

Page 1 of 3

The City of Concord resolves as follows:

- WHEREAS,** the 2025-2034 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 2025 Operating Budget and Capital Improvement Program (the "Budget Document") lists all Fiscal Year 2025 capital projects by CIP project number, title and funding source; and
- WHEREAS,** this resolution authorizes the expenditure of funds for the Fiscal Year 2025 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 2025 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 \$52,991,745
be and is hereby appropriated as follows:

Capital Project Funds

General Capital Fund(s)	\$14,751,500
Parking Capital Fund(s)	\$100,000
Airport Capital Fund(s)	\$5,067,745
Golf Capital Fund(s)	\$1,050,000
Solid Waste Capital Fund(s)	\$80,000
Water Capital Fund(s)	\$1,703,750
Sewer Capital Fund(s)	\$30,238,750

CITY OF CONCORD

RESOLUTION APPROPRIATING FOR FISCAL YEAR 2025 (JULY 1, 2024 TO JUNE 30, 2025) THE SUM OF FIFTY-TWO MILLION NINE HUNDRED NINETY-ONE THOUSAND SEVEN HUNDRED FORTY-FIVE DOLLARS (\$52,991,745) FOR CAPITAL PROJECTS, AUTHORIZING THE ISSUANCE OF BONDS AND NOTES IN THE AMOUNT OF FORTY-FOUR MILLION SEVEN HUNDRED TWENTY-SIX THOUSAND ONE HUNDRED TEN DOLLARS (\$44,726,110), ACCEPTING THE SUM OF THREE MILLION FIVE HUNDRED EIGHT THOUSAND NINE HUNDRED TWENTY-FIVE DOLLARS (\$3,508,925) IN FEDERAL GRANT FUNDS, AND ACCEPTING THE SUM OF FOUR HUNDRED ONE THOUSAND SEVEN HUNDRED TEN DOLLARS (\$401,710) IN STATE GRANT FUNDS FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED IN THE BUDGET DOCUMENT

Page 2 of 3

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

Capital Project Funds

General Capital Fund(s) G.O. Bonds	\$10,624,000	
Airport Capital Fund(s) G.O. Bonds	\$1,427,110	
Golf Capital Fund(s) G.O. Bonds	\$1,050,000	
Solid Waste Capital Fund(s) G.O. Bonds	\$80,000	
Water Capital Fund(s) G.O. Bonds	\$1,415,000	
Sewer Capital Fund(s) G.O. Bonds	\$30,130,000	
	Sub-Total Bonds	\$44,726,110
General Capital Transfer	\$586,500	
Parking Capital Transfer	\$100,000	
Airport Capital Transfer	\$10,000	
Water Capital Transfer	\$288,750	
Sewer Capital Transfer	\$108,750	
	Sub-Total Transfers	\$1,094,000
Transfer from Highway Reserve	\$2,876,000	
Transfer from Assessing Reserve	\$385,000	
	Sub-Total Reserves	\$3,261,000
Federal Grant	\$3,508,925	
State Grant	\$401,710	
	Sub-Total Grants	\$3,910,635
	Total All Sources	\$52,991,745

CITY OF CONCORD

RESOLUTION APPROPRIATING FOR FISCAL YEAR 2025 (JULY 1, 2024 TO JUNE 30, 2025) THE SUM OF FIFTY-TWO MILLION NINE HUNDRED NINETY-ONE THOUSAND SEVEN HUNDRED FORTY-FIVE DOLLARS (\$52,991,745) FOR CAPITAL PROJECTS, AUTHORIZING THE ISSUANCE OF BONDS AND NOTES IN THE AMOUNT OF FORTY-FOUR MILLION SEVEN HUNDRED TWENTY-SIX THOUSAND ONE HUNDRED TEN DOLLARS (\$44,726,110), ACCEPTING THE SUM OF THREE MILLION FIVE HUNDRED EIGHT THOUSAND NINE HUNDRED TWENTY-FIVE DOLLARS (\$3,508,925) IN FEDERAL GRANT FUNDS, AND ACCEPTING THE SUM OF FOUR HUNDRED ONE THOUSAND SEVEN HUNDRED TEN DOLLARS (\$401,710) IN STATE GRANT FUNDS FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED IN THE BUDGET DOCUMENT

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3. In order to meet said expenditures, the City Treasurer, with approval of the City Manager, is authorized to issue up to \$44,726,110 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

<u>Summary</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Property Taxes	\$46,475,977	\$48,686,053	\$48,885,088	\$49,621,000	\$51,287,100
Other Taxes	\$789,937	\$737,239	\$737,239	\$952,100	\$786,796
Intergov Revenue	\$8,847,728	\$5,768,228	\$6,866,069	\$6,841,983	\$6,056,955
Rental Income	\$243,733	\$269,993	\$269,993	\$244,118	\$277,773
Fines and Penalties	\$402,906	\$468,700	\$468,700	\$408,050	\$406,050
Licenses and Permits	\$1,599,767	\$1,413,205	\$1,413,205	\$1,903,888	\$1,754,865
Investment Income	\$1,592,339	\$1,310,000	\$1,310,000	\$2,250,000	\$2,355,975
Donations	\$50,443	\$52,380	\$52,380	\$36,930	\$38,700
Transfer In	\$5,079,039	\$5,106,480	\$5,233,280	\$5,224,053	\$4,413,342
Use of Fund Bal/RE	\$0	\$295,150	\$3,735,640	\$0	\$560,760
Motor Vehicle Reg	\$7,432,125	\$7,600,000	\$7,600,000	\$7,686,200	\$7,889,000
Dept Service Charges	\$4,569,969	\$4,232,945	\$4,232,945	\$4,711,938	\$4,925,885
Retiree Health Reimb	\$1,440,456	\$1,461,890	\$1,461,890	\$1,455,650	\$1,504,560
Other Revenue	\$1,474,055	\$987,490	\$1,147,088	\$1,058,282	\$1,121,740
Total Revenue	\$79,998,473	\$78,389,753	\$83,413,517	\$82,394,191	\$83,379,501

General Fund Revenue

<u>Detail</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Property Taxes					
Property Taxes	\$46,475,977	\$48,686,053	\$48,885,088	\$49,621,000	\$51,287,100
Subtotal	\$46,475,977	\$48,686,053	\$48,885,088	\$49,621,000	\$51,287,100
Other Taxes					
Timber Tax	\$20,101	\$15,000	\$15,000	\$15,000	\$15,000
Payment-In-Lieu-of-Tax (PILOT)	\$769,836	\$722,139	\$722,139	\$937,000	\$771,696
Excavation Activity Tax	\$0	\$100	\$100	\$100	\$100
Subtotal	\$789,937	\$737,239	\$737,239	\$952,100	\$786,796
Intergov Revenue					
Other Gov Agencies - Federal	\$28,466	\$0	\$0	\$24,179	\$0
Other Gov Agencies - State	\$2,451,949	\$125,000	\$669,319	\$679,619	\$128,000
Drug Forfeiture or Restitution	\$3,550	\$5,000	\$5,000	\$6,000	\$5,000
Rooms and Meals Tax	\$3,824,985	\$3,824,985	\$4,138,799	\$4,138,799	\$4,138,797
Highway Block Grant	\$1,625,555	\$884,660	\$1,124,440	\$1,124,440	\$876,890
Railroad Tax	\$1,869	\$2,000	\$1,928	\$1,877	\$2,000
Other Gov Agencies - Local	\$654,588	\$634,850	\$634,850	\$582,837	\$610,893
School District Payments	\$256,766	\$291,733	\$291,733	\$284,231	\$295,375
Subtotal	\$8,847,728	\$5,768,228	\$6,866,069	\$6,841,983	\$6,056,955
Rental Income					
Rental Income	\$243,733	\$269,993	\$269,993	\$244,118	\$277,773
Subtotal	\$243,733	\$269,993	\$269,993	\$244,118	\$277,773
Fines and Penalties					
Fines and Penalties	\$339,138	\$405,000	\$405,000	\$350,000	\$350,000
False Alarm Penalties	\$36,860	\$40,500	\$40,500	\$37,800	\$37,800
Fines for Overdue Items	\$17,005	\$22,500	\$22,500	\$18,000	\$18,000
Fines for Code Prosecution	\$0	\$0	\$0	\$2,000	\$0
Court Ordered Payments	\$9,902	\$700	\$700	\$250	\$250
Subtotal	\$402,906	\$468,700	\$468,700	\$408,050	\$406,050

General Fund Revenue

	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Licenses and Permits					
Fire Prevention Permits	\$81,416	\$84,905	\$84,905	\$84,905	\$89,365
Construction Permits	\$999,009	\$949,000	\$949,000	\$1,210,857	\$1,141,000
Other Permits	\$246,786	\$148,300	\$148,300	\$352,900	\$252,900
Licenses	\$174,026	\$151,000	\$151,000	\$175,226	\$191,600
Street Damage Fees	\$98,530	\$80,000	\$80,000	\$80,000	\$80,000
Subtotal	\$1,599,767	\$1,413,205	\$1,413,205	\$1,903,888	\$1,754,865
Investment Income					
Investment Income	\$1,592,339	\$1,310,000	\$1,310,000	\$2,250,000	\$2,355,975
Subtotal	\$1,592,339	\$1,310,000	\$1,310,000	\$2,250,000	\$2,355,975
Donations					
Donations	\$50,443	\$52,380	\$52,380	\$36,930	\$38,700
Subtotal	\$50,443	\$52,380	\$52,380	\$36,930	\$38,700
Transfer In					
Transfer In - Trust	\$1,070,317	\$1,066,255	\$1,193,055	\$1,183,828	\$1,129,497
Transfer In - Parking	\$167,558	\$169,928	\$169,928	\$169,928	\$170,855
Transfer In - Airport	\$77,326	\$75,641	\$75,641	\$75,641	\$81,423
Transfer In - Conserv Prop	\$26,000	\$63,650	\$63,650	\$63,650	\$71,940
Transfer In - Impact Fee	\$138,323	\$0	\$0	\$0	\$0
Transfer In - Grts & Donations	\$945,300	\$899,990	\$899,990	\$899,990	\$0
Transfer In - Golf	\$111,490	\$120,698	\$120,698	\$120,698	\$132,634
Transfer In - Arena	\$78,333	\$85,518	\$85,518	\$85,518	\$89,920
Transfer In - Solid Waste	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Transfer In - NEOCTIF	\$180,679	\$182,490	\$182,490	\$182,490	\$184,320
Transfer In - Sears Block TIF	\$437,273	\$428,960	\$428,960	\$428,960	\$415,721
Transfer In - Penacook TIF	\$14,515	\$14,660	\$14,660	\$14,660	\$14,810
Transfer In - Water	\$803,042	\$847,092	\$847,092	\$847,092	\$864,218
Transfer In - Wastewater	\$1,025,283	\$1,147,998	\$1,147,998	\$1,147,998	\$1,254,404
	\$5,079,039	\$5,106,480	\$5,233,280	\$5,224,053	\$4,413,342
Use of Fund Bal/RE					
Use of Fund Balance	\$0	\$295,150	\$3,735,640	\$0	\$560,760
Subtotal	\$0	\$295,150	\$3,735,640	\$0	\$560,760

General Fund Revenue

	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Motor Vehicle Reg					
Motor Vehicle Registrations	\$7,432,125	\$7,600,000	\$7,600,000	\$7,686,200	\$7,889,000
Subtotal	\$7,432,125	\$7,600,000	\$7,600,000	\$7,686,200	\$7,889,000
Dept Service Charges					
MV Transportation Surcharge	\$184,574	\$185,000	\$185,000	\$185,000	\$185,000
MV Transportation Admin	\$20,461	\$20,500	\$20,500	\$20,500	\$20,500
MV Waste Disposal	\$20,739	\$20,500	\$20,500	\$20,500	\$20,600
MV State Agent Admin	\$133,419	\$130,500	\$130,500	\$136,000	\$131,000
Reports, Prints, and Copies	\$1,890	\$1,150	\$1,150	\$1,824	\$1,350
Recording Fees	\$11,070	\$10,000	\$10,000	\$10,000	\$10,000
Application Fees	\$61,998	\$45,480	\$45,480	\$63,592	\$62,732
Review Fees	\$113,835	\$150,000	\$150,000	\$125,000	\$150,000
Inspection Fees	\$76,402	\$100,000	\$100,000	\$20,000	\$0
Camps	\$208,187	\$167,090	\$167,090	\$184,570	\$196,073
Aquatics Programs	\$34,296	\$30,710	\$30,710	\$41,800	\$41,090
Program Fees	\$216,298	\$196,840	\$196,840	\$231,890	\$227,810
Salt Sales	\$34,042	\$30,000	\$30,000	\$30,000	\$30,000
Tree Sales	\$5,046	\$9,000	\$9,000	\$9,000	\$9,000
Timber Sales	\$42,153	\$5,000	\$5,000	\$14,252	\$5,000
Mark-up	\$5,932	\$15,000	\$15,000	\$15,000	\$15,000
Non-Resident Library Fees	\$6,384	\$7,500	\$7,500	\$7,600	\$8,000
Sundry Services	\$73,457	\$49,300	\$49,300	\$55,600	\$51,450
Special Duty Services	\$201,912	\$262,500	\$262,500	\$164,500	\$265,000
Police Patrol Services	\$2,727	\$3,600	\$3,600	\$1,710	\$3,600
Cruiser Rental Fee	\$24,506	\$26,500	\$26,500	\$19,000	\$26,500
Police Witness Fees	\$75	\$0	\$0	\$0	\$0
Ambulance Charges	\$2,708,523	\$2,400,000	\$2,400,000	\$3,000,000	\$3,100,000
Alarm Boxes	\$223,690	\$244,285	\$244,285	\$228,000	\$245,780
Other Service Charges	\$158,355	\$122,490	\$122,490	\$126,600	\$120,400
Subtotal	\$4,569,969	\$4,232,945	\$4,232,945	\$4,711,938	\$4,925,885
Retiree Health Reimb					
Retiree Health Insurance	\$1,440,456	\$1,461,890	\$1,461,890	\$1,455,650	\$1,504,560
Subtotal	\$1,440,456	\$1,461,890	\$1,461,890	\$1,455,650	\$1,504,560

General Fund Revenue

	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Other Revenue					
Sales of Lots and Niches	\$27,875	\$34,000	\$34,000	\$25,000	\$29,000
Sale of Assets	\$87,619	\$30,000	\$30,000	\$30,000	\$30,000
Advertising	\$6,700	\$8,000	\$8,000	\$8,000	\$8,000
Cable TV Franchise	\$820,181	\$834,500	\$834,500	\$52,500	\$52,500
Cable TV Franchise-Breezeline	\$1,730	\$0	\$112,521	\$121,000	\$52,500
Cable TV Franchise-Comcast	\$0	\$0	\$0	\$580,000	\$633,160
Finance Charges	\$2,938	\$2,500	\$2,500	\$4,100	\$3,000
Insurance Dist and Credits	\$111,792	\$0	\$0	\$0	\$0
Forest Loss Reimbursement	\$483	\$490	\$483	\$483	\$490
Reimbursements	\$14,317	\$10,000	\$10,000	\$12,000	\$10,000
Other Revenue	\$400,421	\$68,000	\$115,083	\$225,199	\$303,090
Subtotal	\$1,474,055	\$987,490	\$1,147,088	\$1,058,282	\$1,121,740
Total Revenue	\$79,998,473	\$78,389,753	\$83,413,517	\$82,394,191	\$83,379,501

General Fund Revenue

Description of Revenue Detail

The following items represent 85% of all General Fund revenues:

Property Taxes	\$51,287,100	61.5%
Motor Vehicle Reg	\$7,889,000	9.5%
Transfer In	\$4,413,342	5.3%
Intergov Revenue - Rooms and Meals Tax	\$4,138,797	5.0%
Dept Service Charges - Ambulance Charges	\$3,100,000	3.7%
Total	\$70,828,239	85.0%

Property Taxes

Fiscal Year 2025 property taxes account for approximately 61.5% of General Fund revenues. This represents a 3.47% tax rate increase over Fiscal Year 2024. 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 2025, but instead instructed the City Manager to present a responsible budget and work towards the City Council priorities.

In addition to the taxes to be raised for appropriations, \$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 2025 total tax revenue is \$51,754,500 up from \$49,153,453 for Fiscal Year 2024. The actual amount to raise in taxes is \$2,601,047 higher than the Fiscal Year 2024 budget and is due, in part, to the additional real growth value in property assessments. The City portion of the tax rate increases to \$9.84. Please refer to the Resolution section for a comparison of Fiscal Year 2024 versus Fiscal Year 2025 budgetary tax rates.

Motor Vehicle Registrations

Revenue from motor vehicle registrations represents 9.5% 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 2025, it is anticipated that more new vehicles will continue to be available for purchase, which will help increase motor vehicle registrations and revenue.

Transfer-In

The Transfer-In portion of revenue represents 5.3% 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.

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

General Fund Revenue

Intergovernmental Revenue—Rooms and Meals Tax

Rooms and Meals taxes represent 5.0% 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 2024.

Department Service Charges—Ambulance Charges

Ambulance Service charges represent 3.7% of all General Fund revenue and is the fifth largest source of revenue for the Fund. Revenue is projected primarily based on historical trends and 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 2025 budget includes \$560,760 of fund balance.

<u>Fiscal Year</u>	<u>Total</u> <u>Fund Balance</u>	<u>Unassigned</u> <u>Fund Balance</u>
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
2023	\$25,984,004	\$15,570,778

Source: 2014-2023 Annual Comprehensive Financial Reports

General Fund Expense

<u>Summary</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Expense					
Compensation	\$33,137,309	\$36,222,307	\$37,119,332	\$36,284,863	\$38,033,602
Fringe Benefits	\$19,908,779	\$21,397,354	\$21,466,120	\$21,059,967	\$22,906,213
Outside Services	\$3,115,619	\$3,808,859	\$3,835,259	\$3,973,161	\$3,985,381
Supplies	\$3,299,512	\$3,194,714	\$3,200,514	\$3,278,751	\$3,258,884
Utilities	\$1,105,699	\$1,350,517	\$1,350,517	\$1,282,011	\$1,492,422
Insurance	\$510,137	\$556,430	\$556,430	\$551,474	\$571,909
Capital Outlay	\$78,144	\$25,000	\$110,000	\$90,210	\$26,600
Debt Service	\$7,438,015	\$7,562,970	\$7,562,970	\$7,562,970	\$8,161,000
Miscellaneous	\$910,008	\$1,015,268	\$1,015,268	\$1,037,568	\$1,175,768
Transfer Out	\$7,243,422	\$3,256,334	\$7,197,107	\$7,175,243	\$3,767,723
Total Expense	\$76,746,645	\$78,389,753	\$83,413,517	\$82,296,218	\$83,379,501

General Fund Expense

<u>Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Compensation					
Full Time	\$27,119,256	\$30,972,754	\$31,396,608	\$28,941,796	\$32,423,643
Part Time	\$887,305	\$1,117,821	\$1,117,821	\$896,075	\$1,200,403
Temporary	\$607,633	\$700,000	\$708,918	\$704,814	\$721,726
Overtime	\$3,982,090	\$2,826,577	\$2,933,189	\$4,802,099	\$3,007,026
Holiday	\$486,822	\$540,559	\$540,559	\$506,230	\$614,384
Allowance	\$54,203	\$64,596	\$422,237	\$433,850	\$66,420
Subtotal	\$33,137,309	\$36,222,307	\$37,119,332	\$36,284,863	\$38,033,602
Fringe Benefits					
Retirement	\$7,568,300	\$7,399,597	\$7,432,629	\$7,613,354	\$7,759,873
FICA	\$1,462,456	\$1,657,082	\$1,692,815	\$1,656,979	\$1,738,057
Beneflex	\$7,775,002	\$9,123,420	\$9,123,420	\$8,119,395	\$9,982,647
Retiree Health	\$2,419,822	\$2,491,660	\$2,491,660	\$2,943,840	\$2,638,700
Worker's Compensation	\$667,408	\$710,120	\$710,120	\$709,800	\$769,714
Unemployment Insurance	\$15,791	\$15,476	\$15,476	\$16,599	\$17,221
Subtotal	\$19,908,779	\$21,397,354	\$21,466,120	\$21,059,967	\$22,906,213
Outside Services					
Professional Development	\$300,551	\$524,531	\$534,531	\$555,386	\$416,586
Business Expense	\$50,869	\$64,021	\$64,021	\$61,517	\$64,984
Dues & Memberships	\$57,219	\$58,120	\$58,120	\$60,060	\$60,010
Repairs and Maintenance	\$322,447	\$383,085	\$375,085	\$423,320	\$447,811
Professional Services	\$1,333,642	\$1,626,998	\$1,650,898	\$1,700,246	\$1,719,052
Software/Hardware Maintenance	\$598,728	\$679,913	\$679,913	\$678,172	\$764,157
Advertising	\$36,919	\$24,180	\$24,680	\$31,500	\$24,580
Rent	\$147,605	\$167,647	\$167,647	\$173,571	\$178,372
Communications	\$133,263	\$128,830	\$128,830	\$143,030	\$160,109
Postage	\$93,296	\$87,834	\$87,834	\$86,359	\$89,719
Bond Costs	\$41,080	\$63,700	\$63,700	\$60,000	\$60,000
Subtotal	\$3,115,619	\$3,808,859	\$3,835,259	\$3,973,161	\$3,985,381

General Fund Expense

	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Supplies					
Office Supplies	\$194,134	\$208,795	\$212,095	\$210,711	\$226,388
Library Books and Materials	\$199,314	\$207,723	\$207,723	\$205,223	\$213,805
Departmental Supplies	\$520,251	\$514,468	\$514,968	\$547,298	\$527,348
Auto Parts	\$561,974	\$513,510	\$513,510	\$513,510	\$514,010
Grounds and Horticultural	\$73,188	\$72,280	\$72,280	\$77,680	\$72,280
Building Supplies	\$153,312	\$128,770	\$130,770	\$146,873	\$135,720
Uniforms	\$330,436	\$307,579	\$307,579	\$346,219	\$330,118
Chemicals	\$15,767	\$36,030	\$36,030	\$34,454	\$36,030
Vehicle Fuel	\$508,883	\$486,529	\$486,529	\$477,753	\$478,175
Winter Treatment Supplies	\$742,252	\$719,030	\$719,030	\$719,030	\$725,010
Subtotal	\$3,299,512	\$3,194,714	\$3,200,514	\$3,278,751	\$3,258,884
Utilities					
Electricity	\$825,876	\$1,052,994	\$1,052,994	\$991,190	\$1,152,960
Natural Gas and Propane	\$168,223	\$186,350	\$186,350	\$183,500	\$226,770
Heating Oil and Kerosene	\$6,410	\$6,501	\$6,501	\$6,501	\$6,472
Water and Wastewater	\$105,191	\$104,672	\$104,672	\$100,820	\$106,220
Subtotal	\$1,105,699	\$1,350,517	\$1,350,517	\$1,282,011	\$1,492,422
Insurance					
Insurance Deductible	-\$5,368	\$15,000	\$15,000	\$10,000	\$15,000
Property and Auto Insurance	\$165,826	\$174,170	\$174,170	\$174,210	\$182,250
Liability Insurance	\$349,679	\$367,260	\$367,260	\$367,264	\$374,659
Subtotal	\$510,137	\$556,430	\$556,430	\$551,474	\$571,909
Capital Outlay					
Capital Outlay - GL	\$78,144	\$25,000	\$110,000	\$90,210	\$26,600
Subtotal	\$78,144	\$25,000	\$110,000	\$90,210	\$26,600
Debt Service					
Principal	\$5,726,772	\$5,819,770	\$5,819,770	\$5,819,770	\$6,266,000
Interest	\$1,711,243	\$1,743,200	\$1,743,200	\$1,743,200	\$1,895,000
Subtotal	\$7,438,015	\$7,562,970	\$7,562,970	\$7,562,970	\$8,161,000

General Fund Expense

	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Miscellaneous					
Special Programs	\$910,008	\$915,268	\$915,268	\$1,037,568	\$1,075,768
Contingency	\$0	\$100,000	\$100,000	\$0	\$100,000
Subtotal	\$910,008	\$1,015,268	\$1,015,268	\$1,037,568	\$1,175,768
Transfer Out					
Transfer Out - Trust	\$4,856,875	\$1,452,191	\$4,987,964	\$4,966,100	\$1,656,735
Transfer Out - Parking	\$54,295	\$56,643	\$56,643	\$56,643	\$56,643
Transfer Out - Solid Waste	\$1,061,500	\$1,161,500	\$1,161,500	\$1,161,500	\$1,467,845
Transfer Out - Gen Cap Proj	\$1,270,752	\$586,000	\$991,000	\$991,000	\$586,500
Subtotal	\$7,243,422	\$3,256,334	\$7,197,107	\$7,175,243	\$3,767,723
Total Expense	\$76,746,645	\$78,389,753	\$83,413,517	\$82,296,218	\$83,379,501

General Fund Expense

Ratio of Expense Detail

Compensation	\$38,033,602	45.5%
Fringe Benefits	\$22,906,213	27.5%
Debt Service	\$8,161,000	9.8%
Outside Services	\$3,985,381	4.8%
Transfer Out	\$3,767,723	4.5%
Supplies	\$3,258,884	3.9%
Utilities	\$1,492,422	1.8%
Miscellaneous	\$1,175,768	1.4%
Insurance	\$571,909	0.7%
Capital Outlay	\$26,600	0.1%
Total	\$83,379,501	100.0%

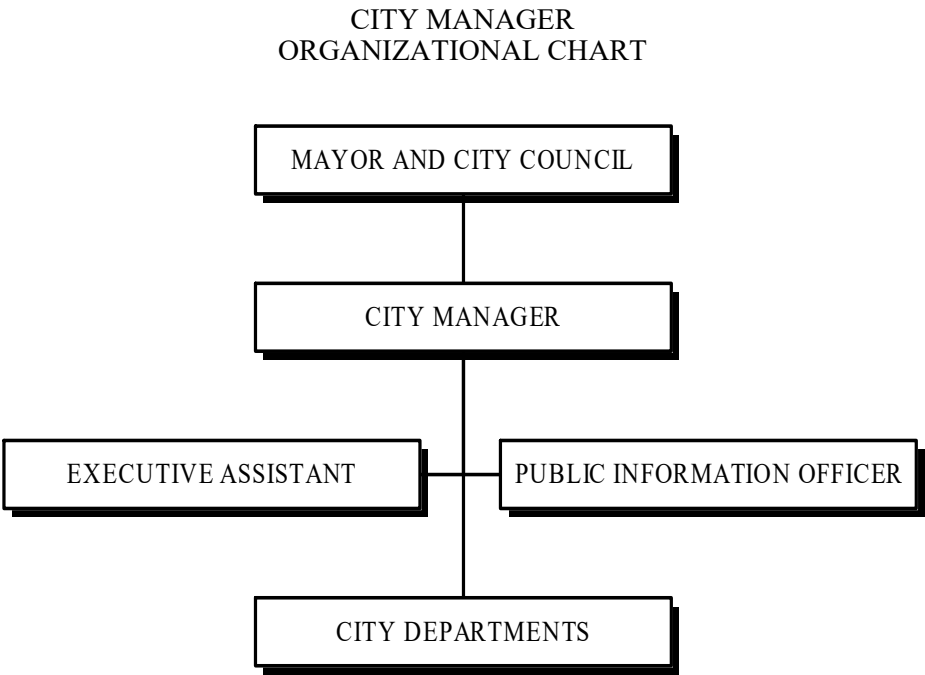
General Government

	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
City Manager	\$209,842	\$0	\$24,960	\$25,000	\$0
Legal	\$82,303	\$74,850	\$74,850	\$76,850	\$78,550
Assessing	\$790,485	\$737,779	\$737,772	\$953,783	\$787,356
Human Resources	\$35,781	\$35,880	\$35,880	\$35,930	\$37,400
Finance	\$63,786,469	\$63,427,348	\$68,164,713	\$66,172,296	\$67,911,692
City Clerk	\$131,527	\$97,750	\$97,750	\$105,150	\$103,400
General Overhead	\$5,824,999	\$5,848,403	\$6,087,724	\$5,873,963	\$4,955,637
Total Revenue	\$70,861,404	\$70,222,010	\$75,223,650	\$73,242,972	\$73,874,035
Expense					
City Manager	\$642,405	\$739,615	\$744,115	\$783,074	\$803,833
Legal	\$1,374,619	\$1,575,028	\$1,579,028	\$1,638,195	\$1,733,881
Assessing	\$733,830	\$806,387	\$806,387	\$798,900	\$863,249
Human Resources	\$690,068	\$872,858	\$889,358	\$866,020	\$847,305
Finance	\$2,535,580	\$2,649,192	\$2,675,692	\$2,673,302	\$2,813,558
Information Technology	\$1,210,402	\$1,397,471	\$1,397,471	\$1,374,540	\$1,502,518
City Council	\$37,024	\$183,520	\$183,520	\$183,220	\$42,601
City Clerk	\$545,785	\$660,003	\$663,303	\$634,415	\$664,071
General Overhead	\$17,127,550	\$14,238,616	\$18,179,289	\$17,730,811	\$15,520,546
Total Expense	\$24,897,263	\$23,122,690	\$27,118,163	\$26,682,478	\$24,791,561

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.



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

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Other Revenue	\$205,567	\$0	\$24,960	\$25,000	\$0
Transfer In - Trust	\$4,275	\$0	\$0	\$0	\$0
Total Revenue	\$209,842	\$0	\$24,960	\$25,000	\$0
Expense					
Full Time	\$409,359	\$381,158	\$381,158	\$395,110	\$398,611
Allowance	\$1,600	\$1,200	\$1,200	\$1,200	\$1,200
Retirement	\$57,146	\$48,865	\$48,865	\$52,590	\$51,118
FICA	\$27,419	\$24,687	\$24,687	\$25,770	\$26,583
Beneflex	\$68,837	\$49,130	\$49,130	\$48,800	\$45,644
Worker's Compensation	\$624	\$770	\$770	\$760	\$630
Unemployment Insurance	\$102	\$105	\$105	\$110	\$107
Professional Development	\$6,425	\$2,160	\$7,260	\$8,000	\$5,200
Business Expense	\$1,352	\$2,500	\$2,500	\$1,000	\$2,500
Dues & Memberships	\$57,179	\$57,400	\$57,400	\$59,360	\$59,350
Professional Services	\$6,968	\$162,800	\$162,200	\$183,440	\$205,800
Communications	\$358	\$350	\$350	\$390	\$210
Postage	\$102	\$550	\$550	\$300	\$550
Office Supplies	\$704	\$1,600	\$1,600	\$800	\$1,600
Departmental Supplies	\$212	\$1,700	\$1,700	\$800	\$1,200
Liability Insurance	\$4,019	\$4,640	\$4,640	\$4,644	\$3,530
Total Expense	\$642,405	\$739,615	\$744,115	\$783,074	\$803,833

2025 Goals

1. Continue efforts to work collaboratively with community partners and build new partnerships for important initiatives.
2. Seek to fully staff all funded positions within the organization, with a particular focus on public safety, community development and direct service delivery.
3. Work with Human Resources on the Class and Compensation Study and find achievable outcomes.
4. Work with the City Solicitor and the Legal Department regarding new staffing and case management software.
5. Work with Core Team and Employee Resource Groups to develop internal equity plans and employee development.
6. Advance capital projects, as approved by the City Council, in all areas.

City Manager

2024 Goals Status

1. Work with Departments to ensure essential organizational positions are staffed.
9-Month Status: The results of the year long work of the Retention and Recruitment Committee resulted in mid-year adjustments to employee benefits, which has improved retention results. The Police Department has hired a Police Social Worker, which will improve community caretaking of those in most need. The Fire Department has reinforced the Lieutenant mentorship program by dedicating additional resources and time to the training process. Both the Assistant Community Development Director and the Director of Special Projects and Strategic Initiatives positions have been filled. General Services Department staff have participated in 20 different types of training and continuing education opportunities. A great example is the new General Services' innovative PROPEL Program, which is a leadership development program with representation from each of the six divisions of the Department. Human Services Department staff have participated in a very wide range of training relevant to working effectively with low income families and individuals and have continually updated and expanded their knowledge of local resources.
2. Advance capital projects, as approved by the City Council, in all areas.
9-Month Status: Notable capital projects completed to date in FY 2024 include: General Services' Enhanced Neighborhood Street Paving Program; Finance Department's final phase of the Enterprise Resource Planning (ERP) implementation; Information Technology Department's replacement of networking infrastructure (to be completed in June); Fire Department's computer-aided dispatch system, as well as the newly deployed Fire Records Management System; and Equipment Replacement within Fire, Police, General Services and other departments are underway. Cybersecurity efforts funded by the U.S. Environmental Protection Agency to improve security around water and wastewater systems are to be completed by mid-year 2025.
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.
9-Month Status: Training has increased significantly and has been primarily focused in Assessing, Elections, Legal, Community Development and Public Safety, where increased rates in turnover of staffing throughout all levels of departments have occurred. Staff is working with a consultant to conduct a process audit and to create a professional development plan based on equity. This will be a multi-year development program and then an on-going initiative.
4. Continue to work collaboratively with existing community partners and build new partnerships for important initiatives.
9-Month Status: A few specific initiatives include collaborative relationships and programs that have been established through the Police Department with partners such as Riverbend, the Concord Homeless Resource Center, the Friendly Kitchen, the Concord Coalition to End Homelessness, the Salvation Army, the McKenna House and the Community Action Program, as one example to help address issues in the community related to individuals in mental health crisis, addiction and homelessness. Various departments work directly with the two school districts, the Refugee Advisory Council, and the NH Food Bank on important initiatives throughout the year. The City's 2024 Hazard Mitigation Plan was adopted by the City Council after a two-year update process that included significant community outreach.
5. Apply and secure grants and outside resources to achieve organizational goals.
9-Month Status: Notable grants received to date in FY 2024 include: \$496,112 from the Federal Aviation Authority and the State of NH for the Airport Terminal Project; \$400,000 from the Land & Water Conservation Fund for the White Park Inclusionary Playground Project; \$18,000 from the NH Council on the Arts for the Eastman Clock Tower Restoration; \$240,000 from the NH Department of Transportation in matching funds for the Manchester Street Project; \$275,000 from the Land & Water Conservation Fund for the Merrimack River Greenway Trail; and \$68,000 from the NH Drinking Water & Ground Water Trust Fund for the Source Development Charge Study.

City Manager

2024 Goals Status

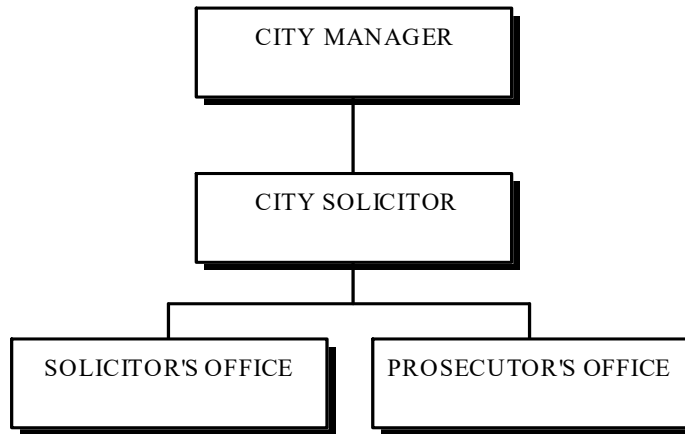
6. Work with staff to maintain and improve recreational and park infrastructure, programming and accessibility.
9-Month Status: The Parks & Recreation Department continued to provide excellent programming and facilities to all age groups, while at the same time expanding services. For example, this past winter a free CommUNITY Activities Program was offered in partnership with the Friends of Keach Park. Construction is currently underway for the new Canal Street Riverfront Park; an RFP for the construction of the new White Park inclusionary playground will go out in early summer; construction is well underway for the new Penacook Library & Activity Center; master planning for Memorial Field is underway in concert with the Concord School District; Lights at Keach Park planning and design is ongoing; and construction of the Merrimack River Greenway Trail section through the Sunflower Fields is underway.
7. Prepare to transition to newly approved solid waste contract.
9-Month Status: Planning efforts for the transition to automated collection, which will occur in the term of the new contract, is underway.

Legal

Mission

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

LEGAL DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Legal

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Fines for Code Prosecution	\$0	\$0	\$0	\$2,000	\$0
Court Ordered Payments	\$8,772	\$0	\$0	\$0	\$0
Other Gov Agencies - Local	\$73,531	\$74,850	\$74,850	\$74,850	\$78,550
Total Revenue	\$82,303	\$74,850	\$74,850	\$76,850	\$78,550
Expense					
Full Time	\$776,587	\$886,623	\$886,623	\$964,480	\$954,428
Part Time	\$39,733	\$96,625	\$96,625	\$44,010	\$112,430
Temporary	\$61,136	\$0	\$0	\$23,570	\$0
Overtime	\$253	\$920	\$920	\$7,470	\$970
Allowance	\$2,400	\$3,000	\$3,000	\$3,000	\$4,200
Retirement	\$110,095	\$120,084	\$120,084	\$129,400	\$129,264
FICA	\$64,853	\$74,089	\$74,089	\$78,380	\$80,657
Beneflex	\$184,596	\$225,101	\$225,101	\$215,970	\$283,643
Worker's Compensation	\$1,108	\$1,180	\$1,180	\$1,180	\$920
Unemployment Insurance	\$405	\$384	\$384	\$380	\$391
Professional Development	\$16,167	\$21,877	\$21,877	\$21,900	\$22,241
Business Expense	\$1,945	\$4,500	\$4,500	\$4,500	\$4,500
Professional Services	\$40,940	\$55,575	\$55,575	\$55,575	\$55,575
Software/Hardware Maintenance	\$8,721	\$8,588	\$8,588	\$9,650	\$3,972
Rent	\$54,039	\$63,143	\$63,143	\$63,450	\$66,200
Communications	\$1,601	\$1,350	\$1,350	\$1,590	\$1,940
Postage	\$449	\$1,000	\$1,000	\$700	\$1,000
Office Supplies	\$2,500	\$4,000	\$4,000	\$3,500	\$4,000
Liability Insurance	\$7,090	\$6,990	\$6,990	\$6,990	\$7,550
Capital Outlay - GL	\$0	\$0	\$4,000	\$2,500	\$0
Total Expense	\$1,374,619	\$1,575,028	\$1,579,028	\$1,638,195	\$1,733,881

Legal

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Civil Litigation Cases	*14	*19	*21	*20
2. Tax Abatement Cases	*20	*19	*19	*19
3. Tax Lien Mortgages (Research at Registry)	345	350	300	300
4. Tax Deed Mortgages (Research at Registry)	39	75	76	70
5. Tax Title Searched for Properties to be Deeded	384	425	376	370
6. Ordinances, Reports and Resolutions	149	138	80	130
7. Negotiated Union Contracts (out of 6)	4	1	1	4
8. Licenses, Agreements and MOUs	79	65	80	70
9. Bankruptcy Matters (Claims Filed)	2	3	0	3
10. City Department/Public Body Westlaw Legal Research	1,825	1,155	1,300	1,100
11. Financial Guarantees for City Projects/Developments	68	40	85	60
12. Right-to-Know Requests	107	79	**100	100
13. Complaints Filed/Reviewed	4,369	3,881	4,200	4,400
14. Criminal Dispositions, Hearings, Proceedings	14,663	15,869	16,000	16,000
15. Juvenile Dispositions and Hearings	752	460	600	600
16. Administrative License Suspensions	321	240	200	220
17. Concord Code Enforcement	7	7	10	10
18. Probable Cause Hearings	N/A	N/A	***125	250

* Includes pending cases from prior years.

** Excludes requests handled exclusively by the Police and Fire Departments.

*** Beginning January 1, 2024, felony cases are now initiated in the Concord District Court, which has led to the necessity of Probable Cause Hearings.

2025 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 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 work to implement new case management software to transition to an electronic filing system.
5. The City Prosecutor's Office will work to fill vacancies that occurred in attorney positions during FY 2024. The Prosecutor's Office will work on adding legal training for the new attorneys in the office.
6. The City Prosecutor's Office will continue to work with the police departments and provide training as needed.

2024 Goals Status

1. The City Solicitor's Office will continue to monitor legislation and case law related to New Hampshire's Right-to-Know Law.
9-Month Status: Ongoing.
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.
9-Month Status: A Right-to-Know Law training was provided to the City Council during its orientation; and training is provided on an ongoing basis to staff in City Departments, as well as to Boards, Commissions and Committees.

Legal

2024 Goals Status

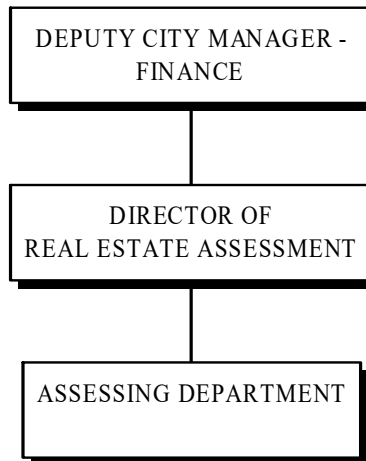
3. The City Solicitor's Office will archive remaining paper files to electronic format.
9-Month Status: The office continues to scan paper files to an electronic format to help reduce storage needs.
4. The City Prosecutor's Office will review the impact of pending State legislation relative to the staffing levels at the Prosecutor's Office.
9-Month Status: Since January 1, 2024, the City Prosecutor's Office has been handling probable cause hearings due to the elimination of "Felonies First." The City Prosecutor's Office will continue to review the impact on staffing levels, as these cases are both time-sensitive and time-intensive, and involve reviewing search warrants, case documents, reviewing for felony charges, and handling hearings.
5. The City 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.
9-Month Status: The City Prosecutor has been working to train the new attorneys, which includes training on plea bargains and providing resources for motion practice. Training resources have been provided for the Concord and Loudon Police Departments.
6. The City 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.
9-Month Status: Although the additional hearings that are being scheduled have increased the demands on the attorneys and other staff in the City Prosecutor's Office; the City Prosecutor's Office has been managing to cover all hearings.

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

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Timber Tax	\$20,101	\$15,000	\$15,000	\$15,000	\$15,000
Payment-In-Lieu-of-Tax (PILOT)	\$769,836	\$722,139	\$722,139	\$937,000	\$771,696
Excavation Activity Tax	\$0	\$100	\$100	\$100	\$100
Forest Loss Reimbursement	\$483	\$490	\$483	\$483	\$490
Other Revenue	\$65	\$50	\$50	\$1,200	\$70
Total Revenue	\$790,485	\$737,779	\$737,772	\$953,783	\$787,356
Expense					
Full Time	\$444,912	\$474,367	\$474,367	\$478,120	\$516,664
Part Time	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Temporary	\$0	\$1,550	\$1,550	\$1,550	\$1,610
Overtime	\$78	\$400	\$400	\$400	\$400
Allowance	\$450	\$600	\$600	\$600	\$600
Retirement	\$63,179	\$64,317	\$64,317	\$64,910	\$70,105
FICA	\$31,898	\$34,909	\$34,909	\$35,990	\$38,251
Beneflex	\$118,455	\$145,824	\$145,824	\$132,890	\$149,133
Worker's Compensation	\$8,980	\$9,970	\$9,970	\$9,970	\$7,660
Unemployment Insurance	\$196	\$210	\$210	\$210	\$216
Professional Development	\$14,044	\$18,050	\$18,050	\$18,050	\$20,850
Business Expense	\$2,745	\$5,450	\$5,450	\$5,450	\$5,450
Professional Services	\$35,649	\$36,260	\$36,260	\$36,260	\$38,480
Software/Hardware Maintenance	\$378	\$1,260	\$1,260	\$1,260	\$370
Communications	\$476	\$490	\$490	\$510	\$560
Postage	\$1,188	\$2,000	\$2,000	\$2,000	\$2,000
Office Supplies	\$4,642	\$3,900	\$3,900	\$3,900	\$4,050
Liability Insurance	\$3,560	\$3,830	\$3,830	\$3,830	\$3,850
Total Expense	\$733,830	\$806,387	\$806,387	\$798,900	\$863,249

Assessing

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Building Permits Processed	621	705	600	600
2. Building Permits Inspected	529	544	700	600
3. New Homes Added	44	42	53	50
4. New Parcels Added	49	57	95	80
5. Deed Changes Processed	915	851	635	600
6. Sales Reviews Conducted	734	515	539	500
7. Appeals: BTLA & Superior Court	10	17	20	20

2025 Goals

1. Continue to encourage and sponsor Department staff to enhance professional growth through new education opportunities and continued education for our certified/licensed appraisers/assessors.
2. Conduct an ongoing review of exempt properties (2-4 properties per year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.
3. Execute a contract with Vision Government Solutions, Inc., to conduct a full measure and list revaluation to begin in the spring of 2024 and be completed in the fall of 2026 with a full statistical revaluation.
4. Provide oversight, training, and quality control to Vision staff in support of their measure and list field inspections during which 45% of the City parcels will be inspected.

2024 Goals Status

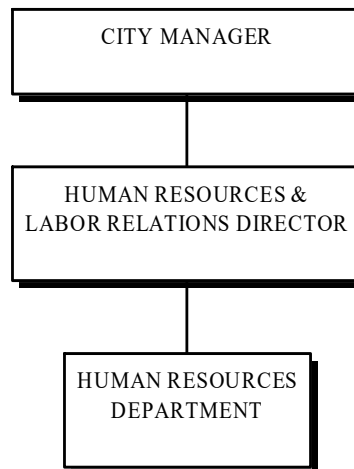
1. Conduct interviews, hire, and train a qualified candidate for the Department's vacant Appraiser position.
9-Month Status: A new appraiser was hired in September, trained on internal and professional procedures, and obtained her Certified Assessor Assistant credential in December 2023.
2. Continue to encourage and sponsor department staff to enhance professional growth through new education opportunities and continued education for our certified/licensed Appraisers/Assessors.
9-Month Status: Ongoing. Staff have taken advantage of local and regional opportunities for professional growth and have taken required course work to obtain and maintain certifications.
3. Coordinate and cooperate with the NH Department of Revenue on scheduling and completing the required assessment review scheduled for calendar year 2023.
9-Month Status: Ongoing. Staff have worked with the NH Department of Revenue complying with requests for information and documentation. Staff continues to review internal procedures to confirm that we are following State guidelines.
4. Conduct an ongoing review of exempt properties (2-4 properties per year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.
9-Month Status: NH Home for Christian Scientists, 23 Rundlett Street, review of RSA; taxable; appealed to BTLA; dismissed by BTLA; taxable. Historical Society, 6 Eagle Square, no longer leased; exempt. Religious Order of Jehovah's Witnesses, 5 Great Falls Drive, review of RSA and occupancy; exempt. Carmelite Monastery, 275 Pleasant Street, unoccupied and did not comply with RSA; taxable. Pope Memorial SPCA of Concord-Merrimack County, 92-94 Silk Farm Road and 95 Silk Farm Road, did not timely file; taxable but appealed to BOA/BTLA; BOA accepted late documents; exempt. Concord Hospital, Inc., 246 Pleasant Street, Units F1-A, F2-A, and G-1, leased; taxable. Dartmouth Hitchcock/Dartmouth Hitchcock, 253 and 247-249 Pleasant Street; taxable. Additional Late Statutory deadlines not met by IQRA Islamic Society of Greater Concord, Kimball Jenkins, and Office of Public Guardian; taxable.

Human Resources

Mission

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

HUMAN RESOURCES DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Human Resources

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Donations	\$35,781	\$35,880	\$35,880	\$35,930	\$36,200
Other Revenue	\$0	\$0	\$0	\$0	\$1,200
Total Revenue	\$35,781	\$35,880	\$35,880	\$35,930	\$37,400
Expense					
Full Time	\$382,991	\$394,804	\$394,804	\$401,223	\$413,026
Allowance	\$600	\$600	\$600	\$600	\$600
Retirement	\$53,812	\$53,416	\$53,416	\$54,291	\$55,882
FICA	\$29,259	\$30,349	\$30,349	\$31,911	\$32,117
Beneflex	\$92,884	\$97,902	\$97,902	\$95,421	\$111,632
Worker's Compensation	\$435	\$580	\$580	\$580	\$480
Unemployment Insurance	\$134	\$140	\$140	\$144	\$142
Professional Development	\$32,342	\$17,450	\$17,450	\$27,050	\$27,238
Business Expense	\$321	\$400	\$400	\$400	\$400
Professional Services	\$85,357	\$262,365	\$278,865	\$239,500	\$187,905
Software/Hardware Maintenance	\$6,290	\$6,600	\$6,600	\$6,600	\$6,930
Communications	\$357	\$420	\$420	\$420	\$420
Postage	\$162	\$392	\$392	\$407	\$1,443
Office Supplies	\$805	\$1,900	\$1,900	\$1,900	\$1,900
Departmental Supplies	\$1,409	\$2,380	\$2,380	\$2,413	\$3,900
Liability Insurance	\$2,910	\$3,160	\$3,160	\$3,160	\$3,290
Total Expense	\$690,068	\$872,858	\$889,358	\$866,020	\$847,305

Human Resources

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Recruitments Conducted	111	117	120	115
2. Wellflex Enrollments	313	220	250	275
3. Wellflex Completions	102	115	150	175
4. New Hire Orientations	12	12	38	25
5. Retirements Processed	18	10	12	15
6. Lost Time Injury Frequency	*30	18	10	10

* 25 of Lost Time Claims in 2022 were COVID-19 related.

2025 Goals

1. Implement Class and Compensation Study outcomes, as approved by City Council.
2. Participate in labor negotiations for five unions.
3. Crosstrain on MUNIS functions and Benefit Administration functions to prepare for succession planning.
4. Streamline the new employee orientation process.

2024 Goals Status

1. Review and prepare for the potential of the NH Department of Labor (NHDOL) adopting OSHA standards.
9-Month Status: This legislative bill, if passed, would adopt section 1910 OSHA standards for public sector employees in New Hampshire. This bill is concerning because of the substantial impact adopting OSHA standards could have on the City's Safety Program with little, if any, actual improvement in employee safety.

The Safety and Training Coordinator provided regular updates regarding the status of the bill, and also provided information regarding the considerable number of items which the NHDOL does not have specific requirements for, and a number of items the NHDOL has requirements for which are not the same as the OSHA requirements.

The City's Joint Loss Management Committee (JLMC) was not alone in this concern. The NH Municipal Association (NHMA) also opposed the legislation on the premise that it detracts from existing local authority. The City's Safety and Training Coordinator assisted the NHMA with written testimony and the Human Resources Director provided verbal testimony in opposition to the bill as it posed limited to no improvement on actual employee safety and would be an unfunded liability.

House Bill 232, which had been held in committee for all of 2023, and underwent several amendments, was finally tabled on January 4, 2024. However, the bill was pulled of the table and is scheduled to go back into committee on March 21, 2024 with an additional amendment.

2. Continue work on implementing the MUNIS Performance Evaluation module.
9-Month Status: This goal continues to be a challenge. The Safety and Training Coordinator has contacted several municipalities utilizing the MUNIS system with only two indicating they use the performance evaluation module, and not in the way originally envisioned. The City of Sioux Falls, South Dakota, indicated they had used this MUNIS module for approximately a year when a MUNIS 2021 update no longer allowed mid-level managers to make comments on the evaluation. With this recent information, we are discussing how to best utilize the module.
3. Implement Employee Self Service (ESS) notification functionality for new hires and employee messaging.
9-Month Status: Completed. New hires enroll in benefits through ESS. Citywide messaging has occurred in ESS as well.

Human Resources

2024 Goals Status

4. Work with Core Team to develop Equity plans.

9-Month Status: The City hired a consultant to conduct a process audit and to create a professional development plan along with the Core Leadership Team. Work is scheduled to begin in the last quarter of FY 2024.

5. Work with Retention and Recruitment Committee to assess and recommend improvements.

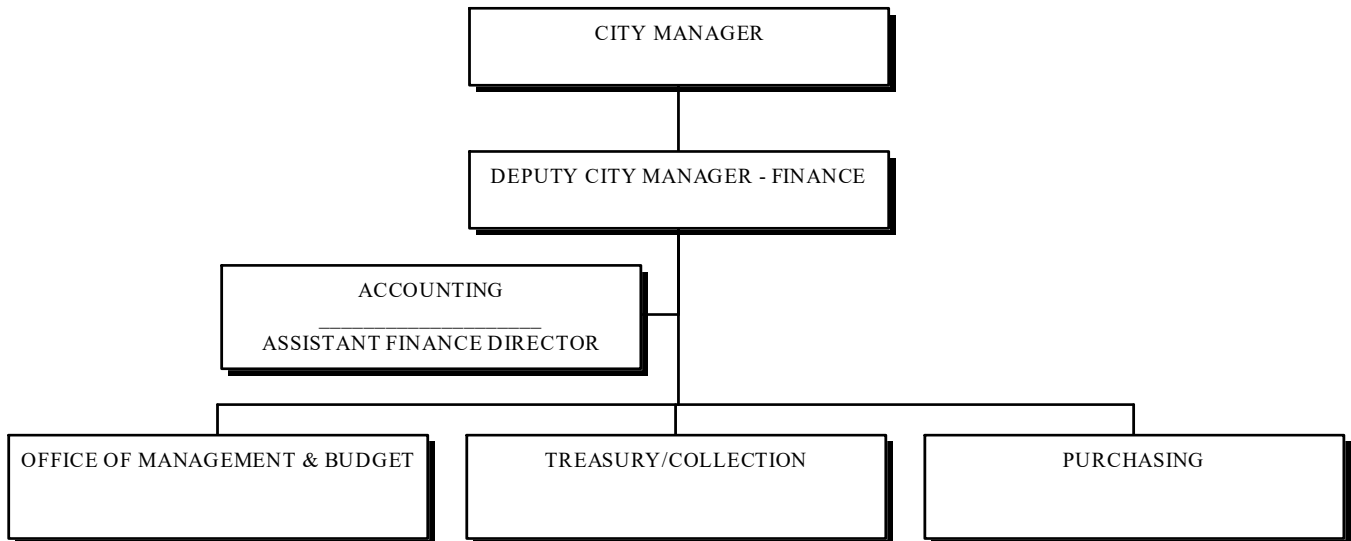
9-Month Status: The Retention and Recruitment Committee met biweekly throughout FY 2024. They conducted an employee climate survey, which informed the recommendations that the committee created to improve retention and recruitment. Those six recommendations were presented to the Fiscal Policy Advisory Committee in January and February, and a modified report and recommendations were presented to City Council in April. The topics addressed were non-monetary employee benefits to include a family pool pass for non-resident employees, a library card for non-resident employees, and extending the member guest rate to employees who wish to play golf at Beaver Meadow, as well as enhanced paid time off. The City Council approved an enhanced temporary paid time off program for contractual employees and approved the non-monetary employee benefits at the April City Council meeting. Further, other recommendations were placed in the Human Resources' budget for FY 2025 consideration, to include a retention bonus for employees and budgeting for an employee gift.

Finance

Mission

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

FINANCE DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Finance

<u>Budget Detail</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Property Taxes	\$46,475,977	\$48,686,053	\$48,885,088	\$49,621,000	\$51,287,100
Fines and Penalties	\$339,138	\$405,000	\$405,000	\$350,000	\$350,000
Motor Vehicle Registrations	\$7,432,125	\$7,600,000	\$7,600,000	\$7,686,200	\$7,889,000
MV Transportation Surcharge	\$184,574	\$185,000	\$185,000	\$185,000	\$185,000
MV Transportation Admin	\$20,461	\$20,500	\$20,500	\$20,500	\$20,500
MV Waste Disposal	\$20,739	\$20,500	\$20,500	\$20,500	\$20,600
MV State Agent Admin	\$133,419	\$130,500	\$130,500	\$136,000	\$131,000
Investment Income	\$1,592,339	\$1,310,000	\$1,310,000	\$2,250,000	\$2,355,975
Sale of Assets	\$87,619	\$30,000	\$30,000	\$30,000	\$30,000
Finance Charges	\$2,938	\$2,500	\$2,500	\$4,100	\$3,000
Use of Fund Balance	\$0	\$295,150	\$3,735,640	\$0	\$560,760
Other Revenue	\$85,617	\$30,500	\$30,500	\$59,560	\$61,070
Other Gov Agencies - State	\$1,959,114	\$0	\$544,319	\$544,319	\$0
Rooms and Meals Tax	\$3,824,985	\$3,824,985	\$4,138,799	\$4,138,799	\$4,138,797
Highway Block Grant	\$1,625,555	\$884,660	\$1,124,440	\$1,124,440	\$876,890
Railroad Tax	\$1,869	\$2,000	\$1,928	\$1,877	\$2,000
Total Revenue	\$63,786,469	\$63,427,348	\$68,164,713	\$66,172,296	\$67,911,692

Finance

	2023	2024	2024	2024	2025
Expense	Actual	Adopted	Revised	Projected	Budget
Full Time	\$1,426,237	\$1,515,465	\$1,515,465	\$1,536,128	\$1,582,319
Part Time	\$25,402	\$31,139	\$31,139	\$31,139	\$30,372
Overtime	\$20,273	\$14,180	\$14,180	\$10,010	\$14,810
Allowance	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400
Retirement	\$201,286	\$206,962	\$206,962	\$209,527	\$216,093
FICA	\$108,246	\$116,238	\$116,238	\$118,951	\$121,486
Beneflex	\$356,771	\$415,721	\$415,721	\$412,117	\$491,039
Worker's Compensation	\$1,731	\$2,220	\$2,220	\$2,220	\$1,800
Unemployment Insurance	\$704	\$665	\$665	\$660	\$675
Professional Development	\$4,062	\$6,380	\$8,880	\$6,785	\$7,420
Business Expense	\$1,700	\$1,550	\$1,550	\$1,250	\$1,550
Professional Services	\$91,707	\$88,835	\$88,835	\$96,835	\$83,085
Software/Hardware Maintenance	\$125,769	\$135,098	\$135,098	\$132,025	\$138,020
Advertising	\$854	\$50	\$50	\$50	\$50
Rent	\$3,030	\$4,044	\$4,044	\$4,041	\$4,041
Communications	\$1,555	\$1,750	\$1,750	\$1,830	\$1,890
Postage	\$60,062	\$54,435	\$54,435	\$55,435	\$53,575
Office Supplies	\$44,852	\$39,660	\$39,660	\$39,500	\$50,283
Liability Insurance	\$11,930	\$12,400	\$12,400	\$12,400	\$12,650
Capital Outlay - GL	\$47,012	\$0	\$24,000	\$0	\$0
Total Expense	\$2,535,580	\$2,649,192	\$2,675,692	\$2,673,302	\$2,813,558

Finance

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Collection Rate as a % of Current Levy	99.3%	99.15%	99%	99%
2. Total Number of Motor Vehicle Registrations	47,606	48,178	49,000	49,000
3. Bond Rating – Moody’s/S&P	AA+	AA+	AA+	AA+
4. Number of Purchasing Transactions	6,066	6,603	7,000	7,000
5. Dollar Value of All Purchasing Transactions	\$49,423,610	\$50,197,498	\$55,000,000	\$55,000,000

2025 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.

2024 Goals Status

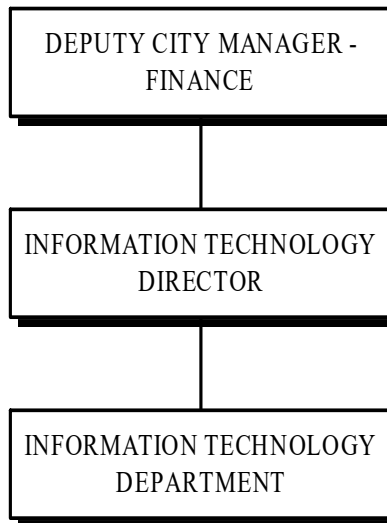
1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
9-Month Status: The continued strong housing market contributes to a favorable tax collections rate for the City. Delinquent taxes are paid at time of ownership change. The strong housing market, mailing of “friendly” reminder notices, and the late summer lien date continue to contribute to the decreased number of properties lienied each year. Customer education of the collection process, as well as the available exemptions and credits, promotes 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: Fixed-price electricity and natural gas supply contracts were signed in April 2023 and February 2024, respectively. Each contract is a two-year term through December 1, 2026. Two term contracts are also in place for gasoline and diesel (July 1, 2023—June 30, 2025), FY 2024 fixed-price (90% of volumes); FY 2025 fixed-price (50% of volumes). Cooperative contracts are in place for the purchase of multi-function copiers (Sourcewell); fleet vehicles, including fire and police (State of NH & HGAC); equipment (State of MA), and Information Technology (State of NH & Equalis Group).

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

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Expense					
Full Time	\$689,458	\$792,898	\$792,898	\$789,670	\$833,207
Overtime	\$649	\$4,806	\$4,806	\$4,810	\$5,050
Allowance	\$3,400	\$4,200	\$4,200	\$4,200	\$4,200
Retirement	\$96,959	\$107,926	\$107,926	\$107,490	\$113,417
FICA	\$51,228	\$60,201	\$60,201	\$60,040	\$63,208
Beneflex	\$154,200	\$189,725	\$189,725	\$170,250	\$192,455
Worker's Compensation	\$767	\$1,020	\$1,020	\$1,020	\$900
Unemployment Insurance	\$279	\$315	\$315	\$320	\$320
Professional Development	\$6,232	\$7,200	\$7,200	\$7,200	\$16,200
Business Expense	\$146	\$1,000	\$1,000	\$1,000	\$1,000
Professional Services	\$161	\$0	\$0	\$0	\$0
Software/Hardware Maintenance	\$190,374	\$217,600	\$217,600	\$217,600	\$261,750
Communications	\$2,156	\$2,140	\$2,140	\$2,500	\$2,662
Postage	\$104	\$200	\$200	\$200	\$200
Office Supplies	\$9,269	\$2,000	\$2,000	\$2,000	\$2,000
Liability Insurance	\$5,020	\$6,240	\$6,240	\$6,240	\$5,950
Total Expense	\$1,210,402	\$1,397,471	\$1,397,471	\$1,374,540	\$1,502,518

Information Technology

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Number of Support Calls	3,800	3,716	3,800	3,900
2. Network Availability - Estimated Percentage	99.5%	99.2%	99.4%	99.5%
3. Average Website Visitors per Month	83,000	*39,000	*40,000	*41,000
4. Number of Employee Systems Supported	535	540	545	550
5. Average Age of Hardware Systems	3.8	4	4	4

* Website only.

2025 Goals

1. Implementation of new phone system.
2. Replace remaining 40% of department access network switches.
3. Replace 40% of wireless access points.
4. Implement EPA recommendations and improved security to our Water and Wastewater infrastructure.
5. Implement Two-Factor Authentication for First Responders.
6. Upgrade computers from Windows 10 to Windows 11.
7. Implement a patch management system.

2024 Goals Status

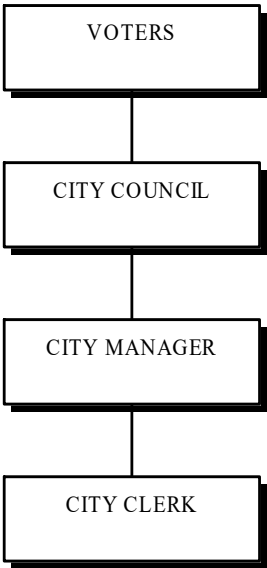
1. Complete Fire mobile computer replacement.
9-Month Status: Completed.
2. Replace Central Network Core, and upgrade high speed access to Data Repository Center.
9-Month Status: Completed.
3. Replace 60% of department access network switches and implement improved security protocols and network access.
9-Month Status: 90% complete. On track for completion.
4. Replace Legacy Human Services Benefit tracking system.
9-Month Status: This project was delayed due to contract negotiations. The contract was signed in late January 2024 and is estimated to be fully implemented by the end of July.
5. Implement EPA recommendations and improved security to our Water and Wastewater infrastructure.
9-Month Status: This project was delayed waiting on the vendor. It is still proceeding on the vendor's timeline. Currently estimated to be completed in the fall of 2024.
6. Implement Two-Factor authentication for First Responders.
9-Month Status: Delayed due to resource contention. New estimated start date summer/fall 2024.
7. Replace and upgrade Virtual server environment.
9-Month Status: Completed.

City Council

Mission

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

CITY COUNCIL
ORGANIZATIONAL CHART



City Council

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Expense					
Part Time	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
FICA	\$1,224	\$1,231	\$1,231	\$1,231	\$1,231
Worker's Compensation	\$19	\$30	\$30	\$30	\$20
Unemployment Insurance	\$0	\$9	\$9	\$9	\$0
Professional Development	\$2,801	\$146,900	\$146,900	\$145,600	\$4,400
Software/Hardware Maintenance	\$13,290	\$14,000	\$14,000	\$15,300	\$15,600
Advertising	\$3,210	\$3,900	\$3,900	\$3,600	\$3,900
Postage	\$41	\$60	\$60	\$60	\$60
Office Supplies	\$308	\$1,250	\$1,250	\$1,250	\$1,250
Liability Insurance	\$130	\$140	\$140	\$140	\$140
Total Expense	\$37,024	\$183,520	\$183,520	\$183,220	\$42,601

CY 2024-2025 Priorities

Members of City Council met on March 4, 2024, to discuss and set priorities for the remainder of CY 2024, as well as CY 2025. The following items are the top priorities that members of Council chose to focus on for 2024-2025.

1. Finance & Technology

- Balance the Budget Minimizing Tax Rate Impact
- Maintain AA+ Bond Rating
- Maintain Compliance with Fiscal Policy Goals (Debt Ratio)
- Enterprise Resource Planning (ERP) Implementation
- Assessing Full Measure & List
- Pursue Federal/State Funding
- Cost Containment - Health Insurance Costs
- Technology Infrastructure Projects

2. Organizational

- Recruitment & Retention
- Class & Compensation Study
- Diversity, Equity, Inclusion, Justice and Belonging Implementation
- Solid Waste Contract Implementation
- Community Communication

3. Housing/Homelessness

- RSA 79-E Community Tax Relief Incentives
- Community Development Block Grants
- Revolving Loan Fund Program
- Sale of City-Owned Development Sites/Surplus Real Estate
- Zoning Amendments
- High Functioning, Coordinated, Quantified Approach to Homelessness with Public Updates
- Pursue City/County/State Partnerships

City Council

4. Transportation & Utility Infrastructure

- Fully Fund Street Paving and Sidewalk Program
- New Airport Terminal
- Loudon Road Bridge
- Heights Sewer Improvement Project
- Broken Ground Water Booster Pump Station
- McKee Square
- I-93 Project with or without Bridge Deck (including Storrs Street Extension)
- State Parking Garages
- Public Transportation

5. Community & Economic Development

- Interim Zoning Amendments/Initiate Master Plan Update/Concord Next 2.0
- Implement Economic Development Advisory Committee
- Economic Development Website Overhaul/Digital Marketing Update
- Destination Marketing
- New Airport Terminal
- Heights Sewer Improvement Project
- Pursue Public/Private Partnerships
- Placemaking/Gateways/Community Art/Murals (Food Trucks)
- Regulatory Amendments - Review Charitable Gaming
- Mayor's Business Visitation Program
- Historic Preservation Initiatives

6. Energy/Environment/Sustainability

- Community Power Review
- Complete Solar Arrays at Old Turnpike Road Landfill/Hall Street Wastewater Treatment Plant
- Convert Remaining Ornamental Street Lights to LED
- EV Charging Stations (Parking Garages, Surface Lots, Parks)
- Energy Diversification/Efficiency
- Street Trees/Open Space

7. Public Safety

- New Police Station
- City Hall Campus Master Plan & Schematic Design
- Fire Gear Replacement
- Build Out Police Department Social Worker Staffing & Funding Options
- Continuous Improvement in Public Safety Effectiveness
- Recruitment & Retention

8. Recreation & Leisure

- Canal Street Riverfront Park
- White Park Inclusionary Playground
- New Penacook Library & Activity Center (Divest 3 Merrimack Street)
- Memorial Field Design & Partnership Review
- Keach Park Lights
- Bicentennial Square "Light Renovation" (Paver Replacement)
- Merrimack River Greenway Trail
- Beaver Meadow Golf Course Clubhouse Options
- Garrison Park Pool
- Terrill Park
- Kiwanis Park Design
- Identify Additional East Side Greenspace

City Council

CY 2024-2025 Goals Status

GOAL 1. FINANCE & TECHNOLOGY

- a) **Balance the Budget Minimizing the Tax Rate Impact:** For FY 2024, the City used \$295,150 as part of the budget adoption with a tax rate increase of 3.95%. As of June 2023, the City's Unassigned Fund Balance was calculated at 22.4% of expenditures. The City's Fund Balance Policy is a minimum of 18.5%.

Subsequent to the FY 2024 budget adoption, the City Council approved the following four additional resolutions utilizing Unassigned Fund Balance as the funding source:

1. \$100,000 on November 13, 2023 to support the construction of the Concord Coach display container;
2. \$385,000 on December 11, 2023 to support General Services retention payments;
3. \$305,000 on March 11, 2024 for Fire Department PFAS-free firefighter gear; and
4. \$66,190 on April 8, 2024 for Earned Leave Overtime Payments.

Total subsequent use of Unassigned Fund Balance is \$856,150, which results in a revised fund balance of 21.2%. These amounts and percentages will change upon the completion of FY 2024.

- b) **Maintain AA+ Bond Rating:** In January 2024, the City was notified by S&P Global Ratings that it issued an AA+ rating for the upcoming bond issue, and affirmed the AA+ rating for the City's outstanding debt.
- c) **Maintain Compliance with Fiscal Policy Goals:** The City General Fund Fiscal Goal E-1 limits debt service to 10-14% of total appropriations. On June 30, 2023, the amount was 9.4%.
- d) **Enterprise Resource Planning (ERP) Implementation:** The City is in the final phase of the original ERP implementation that started in September 2017. This last phase is the Munis Tax Module, which went live on March 6, 2024 for the billing and collection of real estate taxes. The new tax bills in the new format will be sent out to taxpayers at the end of May for tax bills that will be due on July 1, 2024.
- e) **Assessing Full Measure and List and Revaluation:** The City has awarded a contract to Vision Government Solutions, Inc., for the Full Measure and List and Revaluation. Once the agreement is finalized and approved by the NH Department of Revenue, we anticipate field inspections to begin.
- f) **Pursue Federal and State Funding:** Notable grants received to date in FY 2024 include:
1. \$496,112 from the FAA and the State of NH for the Airport Terminal Project;
 2. \$400,000 from the Land & Water Conservation Fund for the White Park Playground Project;
 3. \$18,000 from the NH Council on the Arts for the Eastman Clock Tower Restoration;
 4. \$240,000 from the NH Department of Transportation in matching funds for the Manchester Street Project;
 5. \$275,000 from the Land & Water Conservation Fund for the Merrimack River Greenway Trail; and
 6. \$68,000 from the NH Drinking Water & Ground Water Trust Fund for the Source Development Charge Study.

On January 12, 2024, the Fire Department submitted an application for \$259,062 through the NH Department of Safety, State Homeland Security Competitive Grant Program, to secure funding for a modular vehicle barrier system for the protection of crowds occupying closed roadways at public gatherings. The application has been deemed complete and is still pending.

- g) **Cost Containment—Health Insurance Costs:** The City negotiated with Harvard Pilgrim to bring a not-to-exceed rate of 15.79% down to a 10.5% renewal rate. The City continues to offer a high deductible health plan with a Health Savings Account to driver consumerism, and have piloted an enhanced Reduce My Cost program to encourage employees to pursue lower cost providers for ancillary services like CT scans, MRI's, and lab work. The program pays a percentage of savings directly to the employee for choosing the low-cost provider. The City, along with its benefit consultant, Borislow, continually looks at ways in which to contain costs on health insurance. Moving to a self-insured dental plan is just one of those strategies.

City Council

- h) **Technology Infrastructure Improvements:** The Information Technology Department is working to close out last year's projects, which includes replacement of networking infrastructure (to be completed in June) and cybersecurity efforts funded by the U.S. Environmental Protection Agency to improve security around the water and wastewater systems (to be completed mid-2025).

New infrastructure projects to begin this year include replacement of half of the City's wireless networking infrastructure; expansion of fiber network to the new Penacook Library & Activity Center, the new Police Station, and, potentially, the new terminal building at the Airport; and replacement of Human Services software.

The Fire Department continues to fortify its newly installed computer-aided dispatch (CAD) platform, as well as the newly deployed Fire Records Management System (RMS). Work has been done this quarter to better align the integration between the two systems to allow for increased fire reporting efficiency and more reliable emergency notifications. Also, crew scheduling from the Fire RMS has been interfaced with the City's Munis payroll module, which has reduced the time required for staff to process Fire Department payroll by two hours per week. In other news, the Fire Communications Center has been replaced with a more reliable and robust service. The Center is now working to fortify its secondary fail-over connection by changing to AT&T FirstNet to ensure prioritized communication ability during outages and times of constricted bandwidth.

The Fire Department continues to work with businesses, non-profit organizations, and government buildings in the city to transition them from the wired master box fire alarm system to a wireless mesh network radio box system. The wired infrastructure has fallen into disrepair and all account holders were notified two years ago that they must transition before July 2024. Despite the City making new hardware available to account holders through grant funding, almost half will not meet the July 2024 deadline. The Fire Department has proposed doubling the fees of account holders who remain on the wired system after July 2024 to entice them to perform the required upgrades.

GOAL 2. ORGANIZATIONAL

- a) **Recruitment and Retention:** The Retention and Recruitment Committee continued their efforts through the first quarter of CY 2024 by bringing their recommendations to the Fiscal Policy Advisory Committee, and, ultimately, City Council. An earned leave bonus for CY 2024 was approved for union covered positions, as well as a perks package for all employees, to include a discount rate at Beaver Meadow Golf Course, a non-resident Library Card, and a family pool pass. The Human Resources Department continues to look for trends in turnover by data analysis and exit interviews. Our employee referral bonus has paid out over \$20,000 to current employees. Paid Family Medical Leave has strong utilization and was one of the recommendations of the first report from the committee.
- b) **Class and Compensation Study:** A Request for Proposals for a Class and Compensation Consultant to conduct a class and compensation study for the City of Concord went out in the first quarter of CY 2024. Six firms responded and are under review. The award will be made in the spring, and the study will begin soon after.
- c) **Diversity, Equity, Inclusion, Justice and Belonging (DEIJB):** The City Council DEIJB Committee will report on the status of this goal.
- d) **Solid Waste Contract Implementation:** Having signed a new solid waste contract in November 2022, which will transition curbside collection to a cart-based system and increase disposal costs, the General Services Department has been working with the Solid Waste Advisory Committee to evaluate alternate diversion programs.
- e) **Community Communication:** The City's 2024 Hazard Mitigation Plan was adopted by City Council on April 8, 2024, after a two-year update process. The effort was led by the Fire Department and engaged businesses, non-profit organizations, community groups, and residents throughout the city to identify potential hazards that could impact the community and prioritize efforts to mitigate them. The plan is awaiting final approval from FEMA. A municipality must have an approved Hazard Mitigation Plan in order to qualify for certain federal grants through FEMA.

City Council

GOAL 3. HOUSING/HOMELESSNESS: There are 1,546 housing units in pre-development; 349 units in permitting; 660 units which have received Planning Board approval and are working towards securing building permits; and 501 units presently under construction. The new transitional housing project at 120 Pleasant Street is nearing completion and will open later this spring. Staff is working with the Concord Coalition to End Homelessness to assist with gap financing for its proposed 8-unit transitional housing project located at 6 South State Street.

- a) **High Functioning, Coordinated, Quantified Approach to Homelessness:** During the first nine months of FY 2024, the Police Department has been directly involved in responding to citizen complaints related to homelessness issues throughout the city. The Police Department has responded to complaints related to encampments, trespass issues, welfare checks, illegal dumping, and more serious criminal issues, such as a 2nd degree assault arrest.

The Police Department is committed to working with other community stakeholders to address these problems. The Concord Police Department has forged strong relationships with those impacted by homelessness, as well as groups whose charge it is to support those in need. Officers know members of the homeless community very well and work to ensure that they are connected to services. Officers work with the Concord Coalition to End Homelessness, the Concord Homeless Resource Center, the Friendly Kitchen, the Salvation Army, the McKenna House, and the Community Action Program.

Police Department members have worked collaboratively with other organizations to address encampment cleanups throughout the city. In addition, the Department has participated in a subcommittee of the Public Safety Advisory Board, which is tasked with looking at homelessness specific to how it impacts the City of Concord.

Fire Department command staff regularly attend Public Safety Board Subcommittee on Homelessness meetings. The Fire Chief is also working with the Chair of the City's Steering Committee to End Homelessness, at her request, to explore the idea of applying Emergency Management and Incident Command Systems theories on disaster management to the problem of homelessness.

GOAL 4. TRANSPORTATION & UTILITY INFRASTRUCTURE

- a) **Fully Fund Street Paving and Sidewalk Program:** Through the Purchasing Division, the General Services Department awarded a multi-year paving project to GMI Paving.
- b) **McKee Square:** Traffic studies and preliminary design concepts are underway. A community meeting to review the outcome of these efforts and receive feedback will occur in the coming months. The project is included in the State's 10-Year Plan for construction in 2025. Eighty percent (80%) of the project will be financed with State grants.
- c) **I-93 Project With or Without Bridge Deck (including Storrs Street Ext.):** The I-93 Project has been included in the 2024-2025 State 10-Year Transportation Plan. Design and permitting are scheduled from 2025-2028, with construction commencing in 2029. The project is tentatively scheduled to be completed in the mid to late 2030's. Estimated project cost is approximately \$504 million. The State has agreed to relocate the State's Lincoln Line and portions of the CSX Northern Main Line to facilitate Storrs Street Extension North (CIP #18). Work on the Bridge Park project is underway. The initial public meeting was held on February 20, 2024. Development of preliminary alternatives is underway. The next public meeting is tentatively scheduled to occur this summer.
- d) **State Parking Garages:** Demolition of the former NH Department of Justice Building at 33 Capitol Street is currently underway. Construction of the State's new 409-space Legislative Parking Garage will begin later this year. Once the new garage is finished, the State will demolish the existing Legislative Parking Garage located above the Storrs Street rights-of-way. Demolition will involve termination of the City's 1974 Air Rights Lease to the State for the garage.

City Council

GOAL 5. COMMUNITY & ECONOMIC DEVELOPMENT

- a) **Interim Zoning Amendments / Initiate Master Plan Update / Concord Next 2.0:** Once the Planning Division is fully staffed, the Community Development Department will initiate efforts to prepare interim amendments to the existing Zoning Ordinance to address the most significant, persistent issues therewith. Following the completion of an upcoming City Master Plan, which, subject to future City Council appropriations, would commence in FY 2026 and likely take approximately two years to complete. More comprehensive amendments to the Zoning Ordinance will be initiated in the future to implement the goals and objectives of said forthcoming Master Plan.
- b) **Implement Economic Development Advisory Committee:** During its March 2024 meeting, the City Council adopted Ordinance #3159, which re-established the Economic Development Advisory Committee. Appointments were confirmed by City Council on April 8, 2024.
- c) **Economic Development Website Overhaul / Digital Marketing Package:** In April 2024, the City launched a newly revised and updated website, which included an Economic Development page. The Economic Development page continues to be refined by staff.
- d) **New Airport Terminal:** In February 2024, the Federal Aviation Administration announced \$2.51 million of grant funds to construct a new terminal building. During its March 2024 meeting, the City Council accepted State and Federal grant funds, and appropriated City funds, to proceed with design and permitting for the new terminal building. Design is underway. Subject to receipt and appropriation of these grant funds, construction will commence in FY 2025.
- e) **Heights Sewer Project:** The FY 2024 Budget included \$1.9 million, combined, for CIP #91 and CIP #275, to design a replacement sewer pump station and piping improvements to address sanitary sewer capacity for certain areas of the Heights. Design is underway. Construction funds will be discussed during the FY 2025 Budget proceedings.
- f) **Regulatory Amendments—Review Charitable Gaming:** During its February 12, 2024 meeting, the City Council set for public hearing on July 8, 2024, proposed zoning amendments pertaining to charitable gaming. The Planning Board will hold a public hearing on May 15, 2024 on the proposed ordinance.
- g) **Mayor's Business Visitation Program:** Staff is working with Mayor Champlin to implement this program. A preliminary list of potential businesses to visit across all sectors of the city has been provided to the Mayor for review.

GOAL 6. ENERGY/ENVIRONMENT/SUSTAINABILITY

- a) **Community Power Review:** On March 11, 2024, City Council approved Resolution #9620 adopting a Community Power Plan and authorizing the City to join the Community Power Coalition of New Hampshire (CPCNH). The CPCNH accepted the City of Concord as a member at their Executive Board Meeting on March 28, 2024. The Draft Community Power Electric Aggregation Plan was submitted to the Public Utilities Commission (PUC) on April 15, 2024. The Energy & Environment Advisory Committee has begun work developing a public information campaign, and additional public information meetings will be planned for early summer. Pending response from the PUC, and ability of the CPCNH to procure power on behalf of the City in a timely manner, the Community Power program is anticipated to launch in fall 2024.
- b) **Complete Solar Arrays at Old Turnpike Landfill / Hall Street Wastewater Treatment Plant:** In May 2023, the City issued an RFP for the lease of the capped landfill for a ground-mounted solar array. Kearsarge Solar, LLC, was selected for the construction of a 5 MW solar array on the landfill. The City will benefit from annual rent payments for a 20-year lease term; annual property tax payments in the form of a Payment in Lieu of Taxes (PILOT); and annual electric cost savings from group net-metering credits.

City Council

In fall 2023, Kearsarge Solar submitted their interconnection plan to Unitil and is currently awaiting final comments prior to finalizing design. City staff is working with the developer on the final terms of the PILOT agreement and group net-metering agreement. Pending response from Unitil, design and permitting will commence in April/May 2024, with an anticipated start of construction in spring 2025.

Through the City's Purchasing Division, the General Services Department procured Kearsarge Solar to install a solar array at the Hall Street Wastewater Treatment Plant, funded through a grant received from the NH Department of Environmental Services.

- c) **Convert Remaining Ornamental Street Lights to LED:** A citywide street light conversion project in 2021-2022 resulted in the installation of 2,005 LED cobra head lights and 20 LED flood lights. Not included in this program were 72 ornamental lights (referred to as the "Bishop Crook" lights) located between Exit 13 and the southern limits of the Main Street Project, and between Exit 14 and the northern limits of the Main Street Project.

In January 2024, City staff worked with a lighting designer to select fixture options that are similar in design to the existing, but meet the Energy Star specifications for energy efficiency. A quote for the fixtures, including installation, was submitted in February 2024. Staff is currently researching grant opportunities.

GOAL 7. PUBLIC SAFETY

- a) **New Police Station:** On April 8, 2024, the City Council received a comprehensive staff report and presentation concerning acquisition of 4 Bouton Street for a new Police Station (CIP #643), as well as projected costs and a schedule for a new station if the City Council elected to move forward with said initiative. Following said report, the City Council unanimously voted to proceed with acquisition of 4 Bouton Street. Closing is scheduled for late May 2024. Funds to secure and weatherize the existing structure at 4 Bouton Street, as well as to proceed with design of the new facility, will be addressed in the upcoming FY 2025 Budget.
- b) **City Hall Campus Master Plan & Schematic Design:** On April 8, 2024, City Council was briefed on City Administration's proposed strategy to proceed with a City Hall Campus Master Plan presuming relocation of the Police Station to 4 Bouton Street. Funds to advance the Campus Master Plan will be addressed in the upcoming FY 2025 Budget.
- c) **Fire Gear Replacement:** The Fire Department has received funding to order up to 92 sets of PFAS-free structural firefighting gear. The initial order has been placed and is expected to arrive in the fall of 2024. Less than the total allotment has been ordered, as members who are planning to retire in the interim have requested that a new set not be ordered for them, so their successor will be able to receive a correctly-fitted set of PFAS-free gear. According to an article published by Bloomberg Law on April 10, 2024, the Director of Science and Research with the International Association of Firefighters (IAFF) indicated that Concord, New Hampshire, was the first city in the United States to commit public funds to purchase PFAS-free gear.
- d) **Build Out Police Department Social Worker Staffing & Funding Options:** After an exhaustive recruitment effort, on February 4, 2024, the Police Department hired a lead Police Social Worker. Over the last month and a half, the new Police Social Worker has worked hard to establish her role within the Department and has done a great job at reviewing calls for service and identifying individuals in need of service. She has networked with other key community groups to open the lines of communication to help improve services; has worked directly with homelessness issues throughout the city; and she is a member of the Merrimack County Drug Court team. Soon, the Police Department will move forward with the recruitment for an Outreach Social Worker.
- e) **Community Policing:** The Concord Police Department has continued to work very hard to foster positive engagements with the community. The Department is fortunate to have a dedicated Community Services Division; however, the entire Department is dedicated to community policing.

The Concord Police Department logged 96 self-initiated calls for service during the first quarter of CY 2024 for community policing. This included engagements with several community organizations, like the Friends of Forgotten Children, the Boy Scouts of America, the Friendly Kitchen, the Concord Homeless Resource Center, the NH Coalition Against Violence, the Fellowship House, the Concord Boys & Girls Club, Community Bridges, the Community Action Program, and the Merrimack Valley County Child Abuse Advocacy Center.

City Council

Officers routinely visited schools throughout the City of Concord, including the Christa McAuliffe School, Beaver Meadow School, Concord High School, Merrimack Valley Middle and High Schools, Mill Brook School, Penacook Elementary School, St. John's School, and St. Paul's School. Additionally, 38 D.A.R.E. classes were taught throughout the city. Officers also participated in Police Readers, where officers go into the elementary schools across the city and read books to students.

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 School as well. Liberty, the Department's comfort dog, also makes frequent visits to the schools in 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.

During the first quarter of CY 2024, police officers met with several members of the business community to discuss public safety issues, such as how to identify organized retail crime at Target and Best Buy stores, as well as fraud education at several area banks. Members of the Police Department have conducted active shooter trainings, as well as safety presentations to businesses, schools, and community groups.

The Police Department hosted several community events in the first quarter of CY 2024. In February, the Department hosted Skate with a Cop, which was held at the Everett Arena and allowed for children and other community members to ice skate with members of the Police Department for several hours. In March, the Department hosted Coffee with a Cop at the Bean and Bakery. This event provided a great opportunity for community members to have conversations, ask questions, and get to know members of the Concord Police Department.

Also in March, the Police Department organized the Egg My Yard fundraiser through which several Department members volunteered to help facilitate Easter Egg hunts across the city.

The Police Department works closely with the New American communities throughout the city in an attempt to open communication and to plan for informational events with the Department. The Department also participates with the Refugee Advisory Council (RAC), which meets monthly. The RAC helps ensure the coordination of services for refugees and immigrants, and raises awareness of issues that affect refugee and immigrant communities throughout New Hampshire.

- f) **Fire Department Equipment Replacement:** The Fire Department is still waiting for the arrival of several vehicles that have been ordered with FY 2023 and FY 2024 CIP funds, comprising two ambulances (one ordered on February 5, 2023 and the other ordered on July 19, 2023); a tanker (ordered on June 15, 2023); and a tower truck (ordered on August 9, 2023). The tower truck is expected to arrive in April 2025, and the remainder of the vehicles are expected to arrive in August 2025. The Fire Department has been told by its vendor that, moving forward, newly ordered apparatus may take up to 48 months to arrive from the date of order. This is concerning, as steadily increasing call volumes and training requirements have accelerated wear and tear on first line apparatus. The Fire Department will work with City Administration and the Equipment Services Division to craft a plan to address this issue.
- g) **Continuous Improvement in Public Safety Effectiveness:** During the first quarter of CY 2024, the Police Department has continued to make forward progress with departmental policy improvement. The Department is gearing up for State accreditation, and part of that process is meeting or exceeding gold standard policies for the profession. Accreditation ensures accountability and transparency in police operations and promotes trust and confidence within the community.

The Fire Department has made initial connections between the new Fire RMS and ArcGIS in an effort to support continuous quality improvement with data heat maps. This will also support using geospatial time cube analysis tools to identify and predict trends and assist with future planning. A project is underway to create a common dataset that incorporates both the old and new Fire RMS platforms, as well as three generations of Emergency Medical Services (EMS) data. This will eventually allow mapping and analysis tools to combine Fire and EMS data over the past 15+ years.

City Council

- h) **Recruitment and Retention:** During the first quarter of CY 2024, the Police Department has continued to lead the way in response to its significant staffing crisis. In response to massive vacancies and employee burnout, the Police Chief worked with the City Manager to extend the vacant patrol shift overtime incentives from January 1, 2024 until February 17, 2024. This overtime pay incentive increased officer overtime engagement and worked to spread the work out among a larger pool of officers. Overall morale within the Department improved, as officers felt that the Command Staff and the City Administration recognized their extra work.

In addition, retention bonuses were paid on April 12, 2024, to further incentivize employees to resist job-hopping, as our police officers are heavily recruited. The Concord Police Department has developed an innovative staffing strategy where the retention of our employees is paramount, followed closely by new recruitment.

The Police Department has worked with its staff members and made necessary changes so that staff feels supported and valued. Through a combination of equipment upgrades, training opportunities, and compensation, the Command Staff has worked hard to stabilize the Department's staffing crisis.

During the first quarter of CY 2024, the Police Department hired three new police officers, which is the same number of officers hired during the same time period in 2023. A promising recruitment factor is that two of the three newly hired officers are individuals with prior experience. This is significant because it is the first time in several years that we have hired a certified police officer from another police department within Merrimack County. A benefit of being able to attract and hire previously certified police officers is that it shortens their training period by at least 16 weeks. This not only translates into officers being released on patrol sooner, but it also represents a savings of over \$42,000 in training costs.

The Professional Development Unit of the Police Department is actively recruiting using both in-person and online approaches. The Department attends college job fairs, hosts internships, works with military groups, and uses referral bonuses to find quality applicants. These efforts will need to continue as the Police Department still has 13 police officer vacancies, and eight employees who are eligible to retire. This includes the Chief of Police and the entire Command Staff.

The Fire Department signed a Memorandum of Understanding with the International Association of Firefighters (IAFF), Local 1045, adjusting language in their contract to change from mandatory overtime to allow for voluntary overtime prior to an employee being hired on overtime by mandatory assignment. This came after an exhaustive two-year overtime trial in which Fire Administration worked with both unions to find a more employee-friendly method of hiring overtime that still met the operational needs of the Department. This effort is expected to improve morale, and, therefore, assist with employee retention and recruitment. This new system has increased the administrative burden of overtime hiring on the Battalion Chiefs. Fire Administration is working with the vendor of the new Fire RMS to incorporate software changes to streamline these processes.

GOAL 8. RECREATION & LEISURE

- a) **Complete Construction of a New Canal Street Riverfront Park:** On April 3, 2024, a ribbon cutting was held for the new park. Construction is scheduled to begin in late April/early May. The project will take approximately one year to complete. The total City investment is approximately \$3.4 million.
- b) **White Park Inclusionary Playground:** An RFP for construction of the new playground will go out by early summer. The City was awarded \$400,000 in Land and Water Conservation Grant funds; received \$50,000 in donations; and appropriated \$350,000 of GO bonds for the construction.
- c) **Complete New Penacook Library & Activity Center (Divest of 3 Merrimack Street):** Construction is well underway. The project is scheduled to be completed in summer 2024. Once construction is finished, and condominium subdivision for the project is complete, the City will acquire the new Penacook Library and Activity Center from the Boys & Girls Club. Occupancy is projected to occur in September 2024. Once occupancy is achieved, City Administration will initiate efforts to divest of the existing Penacook Library, located at 3 Merrimack Street, for redevelopment. Divestment shall include the requirements to preserve and adaptively reuse the existing building.

City Council

- d) **Memorial Field Design & Partnership Review:** The City has held two public meetings to help develop a new Master Plan for the concept. At the last meeting, the residents present were in favor of a full renovation of the entire complex. Staff will present information to both the City Council and the School Board later this summer.
- e) **Keach Park Lights:** The first public meeting was held last fall. City staff are meeting with the H.L. Turner Group on final design and permitting. City staff have reviewed the project with the Airport Advisory Committee and are in the process of reviewing with NH Fish & Game to make sure there is no impact to wildlife. A second public meeting will be scheduled later this summer to review facility use and maintenance needs of the project.
- f) **Merrimack River Greenway Trail (MRGT):** Work to construct a 4,000' section of the trail through the City's Gully Hill Sunflower Fields is underway. Construction will commence in June. Total budget is \$705,000. Efforts to acquire the portion of the Northern Main Railroad between Horseshoe Pond Lane and the Contoocook River are ongoing. Boundary surveys, real estate appraisals, and title review are underway. Once completed, a Purchase and Sales Agreement will be negotiated by the City and the NH Department of Transportation with CSX for this section of rail.
- g) **Garrison Park Pool:** The City held a community meeting with the neighbors of Garrison Park to discuss the opportunity to convert the pool to a splash pad or keep it as a pool. Everyone present wanted to keep it as a pool, as the City can offer swim lessons there and a pool can be used by all ages of the community, while a splash pad is geared towards the younger population. As the Garrison Park Pool has not been open for the past four years, due to lack of lifeguards, residents present requested that the City keep Garrison Park Pool open this year, even if the City is unable to hire enough lifeguards. Since COVID, the White Park, Kimball Park, Merrill Park, and Garrison Park pools have not been fully open each summer. In the event the City is unable to hire enough lifeguards to open all pools, the Parks & Recreation Department may need to look at rotating closings of Rollins, Heights, and Rolfe Park pools. The Parks & Recreation Department is actively hiring lifeguards and will most likely not know staffing levels until early June.
- h) **Terrill Park:** Terrill Park remains fully designed and permitted. Over the past year, City staff have renewed all required permits for the project and they are in place until 2027. Phase 1 of the park was finished and opened in October 2020. This phase included the construction of the first section of the Merrimack River Greenway Trail, moving the existing dog park, and building a new parking lot to support the trail and dog park. Phase 1 was funded by a Land and Water Conservation Grant, private donations, and City funds.
- i) **Kiwanis Park Design:** Funds were appropriated in the FY 2024 Capital Improvement budget for final design and permitting of the park. The City has been working with VHB, who was involved with the master planning process for the final design and permitting of the renovated park. The City is now working on a traffic study and permitting for the project. In addition, the City has brought on a skateboard park designer, Gridline, to help design the new skateboard park.
- j) **Identify Additional East Side Greenspace:** The Recreation and Parks Advisory Committee has discussed, at several meetings, the need for new parks and safe access to them. The City's Master Plan calls for ten acres of park land per 1,000 residents, and with almost 3,000 new housing units in the approval or planning stages, there is a need to work with developers and the community to identify and plan new community parks. Areas east of Keach Park and areas around Thirty Pines have been discussed.

City Boards and Commissions

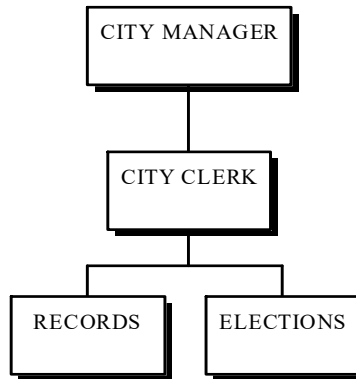
A complete listing of the City's Boards and Commissions, including agendas and minutes, authority and responsibilities, names of members, vacancies, and contact information can be found on the City website.

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

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Licenses	\$34,484	\$33,300	\$33,300	\$32,600	\$33,800
Recording Fees	\$11,070	\$10,000	\$10,000	\$10,000	\$10,000
Sundry Services	\$73,457	\$49,300	\$49,300	\$55,600	\$51,450
Other Revenue	\$0	\$150	\$150	\$150	\$150
Other Gov Agencies - State	\$3,546	\$0	\$0	\$4,000	\$3,000
School District Payments	\$8,971	\$5,000	\$5,000	\$2,800	\$5,000
Total Revenue	\$131,527	\$97,750	\$97,750	\$105,150	\$103,400
Expense					
Full Time	\$305,908	\$328,274	\$328,274	\$325,500	\$344,594
Part Time	\$34,700	\$65,700	\$65,700	\$48,000	\$51,200
Temporary	\$12,210	\$43,520	\$43,520	\$30,630	\$27,200
Overtime	\$8,382	\$12,630	\$12,630	\$10,030	\$11,900
Allowance	\$950	\$1,200	\$1,200	\$1,200	\$1,200
Retirement	\$43,614	\$46,126	\$46,126	\$45,400	\$48,234
FICA	\$23,660	\$29,024	\$29,024	\$29,590	\$28,799
Beneflex	\$62,774	\$70,325	\$70,325	\$74,860	\$86,245
Worker's Compensation	\$354	\$470	\$470	\$470	\$380
Unemployment Insurance	\$204	\$140	\$140	\$140	\$199
Professional Development	\$510	\$4,540	\$4,540	\$4,540	\$3,445
Business Expense	\$0	\$200	\$200	\$0	\$200
Software/Hardware Maintenance	\$6,046	\$9,850	\$9,850	\$9,850	\$7,300
Advertising	\$318	\$700	\$700	\$700	\$700
Rent	\$10,521	\$7,680	\$7,680	\$13,300	\$13,300
Communications	\$417	\$420	\$420	\$450	\$490
Postage	\$9,991	\$10,975	\$10,975	\$8,225	\$11,175
Office Supplies	\$22,117	\$25,650	\$28,950	\$28,950	\$24,400
Liability Insurance	\$3,110	\$2,580	\$2,580	\$2,580	\$3,110
Total Expense	\$545,785	\$660,003	\$663,303	\$634,415	\$664,071

City Clerk

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Birth Certificates Issued	2,958	3,380	2,878	3,072
2. Marriage Certificates Issued	1,403	1,530	1,168	1,367
3. Death Certificates Issued	5,346	5,762	5,071	5,393
4. Divorce Records Issued	263	251	289	268
5. Marriage Licenses Issued	417	456	407	427
6. Marriage Ceremonies Performed **	32	112	0	0
7. Dog Licenses Issued	5,223	5,822	5,805	5,812
8. Notice of Intent to Issue Summons	31	291	150	150
9. Voter Registrations Processed	338	2,380	3,112	2,746
10. Absentee Ballots Cast	145	2,211	1,333	2,803
11. Average Number of Ballots Cast	4,021	26,285	20,667	29,696

** Ceremonies are no longer performed in the Clerk's Office due to staffing constraints.

2025 Goals

1. Hold numerous voter registration fairs within the City.
2. Hold numerous election official training sessions prior to the September and November 2024 Elections.
3. Improve existing records management processes to increase document accessibility.

2024 Goals Status

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.
9-Month Status: Staff successfully relocated Ward One and Ward Three polling locations prior to the November 2023 Municipal Election. Residents were notified via a post card mailing; inserts within municipal water bills; and multiple social media postings.
2. Hold numerous voter registration fairs within the City.
9-Month Status: Staff held multiple voter registration fairs at various nursing homes, as well as at the New Hampshire State Hospital, prior to the November 2023 Municipal Election and the January 2024 Presidential Primary Election.
3. Hold numerous election official training sessions prior to the November 2023 Municipal Election and the Presidential Primary Election.
9-Month Status: Multiple election official training sessions were held prior to the November 2023 Municipal Election and the January 2024 Presidential Primary Election. The City Clerk's Office remains grateful to the many ward officials and City employees who assist with election-related tasks to ensure smooth elections within the City of Concord.

General Overhead

<u>Budget Detail</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Donations	\$14,000	\$14,000	\$14,000	\$0	\$0
Cable TV Franchise	\$821,911	\$834,500	\$947,021	\$753,500	\$738,160
Retiree Health Insurance	\$1,440,456	\$1,461,890	\$1,461,890	\$1,455,650	\$1,504,560
Insurance Dist and Credits	\$111,792	\$0	\$0	\$0	\$0
Transfer In - Trust	\$259,000	\$409,190	\$535,990	\$535,990	\$409,190
Transfer In - Parking	\$157,940	\$157,940	\$157,940	\$157,940	\$157,940
Transfer In - Airport	\$37,120	\$35,589	\$35,589	\$35,589	\$39,299
Transfer In - Conserv Prop	\$26,000	\$55,000	\$55,000	\$55,000	\$63,000
Transfer In - Impact Fee	\$138,323	\$0	\$0	\$0	\$0
Transfer In - Grts & Donations	\$945,300	\$899,990	\$899,990	\$899,990	\$0
Transfer In - Golf	\$111,360	\$120,398	\$120,398	\$120,398	\$132,334
Transfer In - Arena	\$56,186	\$61,448	\$61,448	\$61,448	\$63,360
Transfer In - NEOCTIF	\$45,228	\$45,680	\$45,680	\$45,680	\$46,140
Transfer In - Sears Block TIF	\$394,575	\$385,830	\$385,830	\$385,830	\$372,160
Transfer In - Penacook TIF	\$5,000	\$5,050	\$5,050	\$5,050	\$5,100
Transfer In - Water	\$549,613	\$576,074	\$576,074	\$576,074	\$577,457
Transfer In - Wastewater	\$711,195	\$785,824	\$785,824	\$785,824	\$846,937
Total Revenue	\$5,824,999	\$5,848,403	\$6,087,724	\$5,873,963	\$4,955,637

General Overhead

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Expense					
Full Time	\$0	\$734,600	\$734,600	\$0	\$996,000
Retiree Health	\$2,419,822	\$2,491,660	\$2,491,660	\$2,943,840	\$2,638,700
Professional Services	\$0	\$5,000	\$5,000	\$0	\$0
Bond Costs	\$41,080	\$63,700	\$63,700	\$60,000	\$60,000
Electricity	\$450,998	\$564,284	\$564,284	\$533,790	\$612,900
Insurance Deductible	-\$5,368	\$15,000	\$15,000	\$10,000	\$15,000
Special Programs	\$703,796	\$686,568	\$686,568	\$686,568	\$717,068
Contingency	\$0	\$100,000	\$100,000	\$0	\$100,000
Principal	\$5,726,772	\$5,819,770	\$5,819,770	\$5,819,770	\$6,266,000
Interest	\$1,711,243	\$1,743,200	\$1,743,200	\$1,743,200	\$1,895,000
Transfer Out - Trust	\$4,754,160	\$1,372,191	\$4,907,864	\$4,886,000	\$1,576,735
Transfer Out - Parking	\$54,295	\$56,643	\$56,643	\$56,643	\$56,643
Transfer Out - Gen Cap Proj	\$1,270,752	\$586,000	\$991,000	\$991,000	\$586,500
Total Expense	\$17,127,550	\$14,238,616	\$18,179,289	\$17,730,811	\$15,520,546

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	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Cable TV Franchise	\$821,911	\$834,500	\$947,021	\$753,500	\$738,160
Transfer In - Trust	\$175,000	\$325,000	\$325,000	\$325,000	\$325,000
Total Revenue	\$996,911	\$1,159,500	\$1,272,021	\$1,078,500	\$1,063,160
Expense					
Concord Community Television	\$312,830	\$314,638	\$314,638	\$314,638	\$334,638
Arts	\$536	\$0	\$0	\$0	\$0
Holiday Celebrations	\$6,000	\$10,000	\$10,000	\$10,000	\$8,000
Intown Concord	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
SPCA	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Expense	\$374,366	\$379,638	\$379,638	\$379,638	\$397,638
Social Service Agencies	2022 Actual	2023 Adopted	2023 Revised	2023 Projected	2024 Budget
Revenue					
Donations	\$14,000	\$14,000	\$14,000	\$0	\$0
Total Revenue	\$14,000	\$14,000	\$14,000	\$0	\$0
Expense					
Community Action Program	\$17,710	\$17,710	\$17,710	\$17,710	\$17,710
Concord Area Transit (CAT)	\$171,000	\$171,000	\$171,000	\$171,000	\$171,000
Crisis Center of Central NH	\$12,500	\$0	\$0	\$0	\$12,500
C.C to End Homelessness	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Edna McKenna House	\$31,220	\$31,220	\$31,220	\$31,220	\$31,220
Friendly Kitchen	\$10,000	\$0	\$0	\$0	\$0
Friends Program	\$47,000	\$47,000	\$47,000	\$47,000	\$47,000
Total Expense	\$329,430	\$306,930	\$306,930	\$306,930	\$319,430

General Overhead

General Overhead Descriptions - Revenue

Donations

General donations to support work with social service agencies.

Cable TV Franchise

Franchise fee paid to the City by cable television providers.

Retiree Health Insurance

Payments made by retirees for their portion of their health insurance costs.

Insurance Distributions and Credits

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 2025.

Transfers

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.

General Overhead Descriptions - Expense

Full Time (Compensation Adjustment)

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

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).

Professional Services

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

Bond Costs

Bond costs are expenses associated with bond issuance.

Electricity

This expense reflects the cost of operating street lighting on city streets and an includes on-bill financing repayment to Unital.

Insurance Deductible

Represents deductible amounts for auto and property/liability claims.

General Overhead

Special Programs

Funding to support community television, arts, celebrations, and social service agencies.

Concord Community Television

Funding for Concord TV is based on a percentage of projected revenues plus the capital portion of the franchise agreement revenue.

Fiscal Year 2024 Budget: \$314,638
Fiscal Year 2025 Budget: \$334,638

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.

Fiscal Year 2024 Budget: \$10,000
Fiscal Year 2025 Budget: \$8,000

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.

Fiscal Year 2024 Budget: \$30,000
Fiscal Year 2025 Budget: \$30,000

Pope Memorial SPCA

The Pope Memorial SPCA is a full service animal welfare 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.

Fiscal Year 2024 Budget: \$25,000
Fiscal Year 2025 Budget: \$25,000

Community Action Program – Belknap/Merrimack County Area Center

The Community Action Program is a multi-service social service agency whose primary mission is to work with low-income individuals, families, and the elderly to assist them in their efforts to become or remain both financially and socially independent.

Fiscal Year 2024 Budget: \$17,710
Fiscal Year 2025 Request: \$25,000
Fiscal Year 2025 Budget: \$17,710

General Overhead

Concord Area Transit (CAT) Public Transportation

Concord Area Transit's mission is to provide safe, accessible, affordable, customer-centered public transportation that responds to and serves the transit and economic development needs of the City of Concord, its residents, visitors, and non-profit organizations and businesses.

Fiscal Year 2024 Budget: \$171,000
Fiscal Year 2025 Request: \$174,000
Fiscal Year 2025 Budget: \$171,000

Crisis Center of Central New Hampshire

The Crisis Center of Central New Hampshire provides services to victim/survivors of domestic violence, sexual violence, elder abuse, stalking, human trafficking, and child abuse.

Fiscal Year 2024 Budget: \$0
Fiscal Year 2025 Request: \$12,500
Fiscal Year 2025 Budget: \$12,500

Concord Coalition to End Homelessness (CCEH)

The mission of CCEH is to work with our community to eliminate chronic homelessness, support and quickly re-house people who have recently become homeless, and build a system that effectively responds to the diverse needs of people experiencing homelessness.

Fiscal Year 2024 Budget: \$40,000
Fiscal Year 2025 Request: \$42,000
Fiscal Year 2025 Budget: \$40,000

Salvation Army McKenna House

The Salvation Army McKenna House is a 42-bed homeless shelter for single men and women providing a comprehensive program of services, based on the Housing First Model, designed to help its residents find affordable, permanent housing.

Fiscal Year 2024 Budget: \$31,220
Fiscal Year 2025 Request: \$31,220
Fiscal Year 2025 Budget: \$31,220

Friendly Kitchen

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

Friends Program

The Friends Program is a nonprofit social service organization that builds connections and solutions for at-risk youth, families, and seniors.

Fiscal Year 2024 Budget: \$47,000
Fiscal Year 2025 Request: \$47,000
Fiscal Year 2025 Budget: \$47,000

NOTE: The City received two new requests for funding. One from Court Appointed Special Advocates (CASA) of New Hampshire in the amount of \$5,000; and one from Granite VNA in the amount of \$50,000. No funding is recommended for Fiscal Year 2025.

General Overhead

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 2025.

Principal and Interest

Includes all General Fund interest expense and principal on bonds and notes.

Transfers

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.

Public Safety

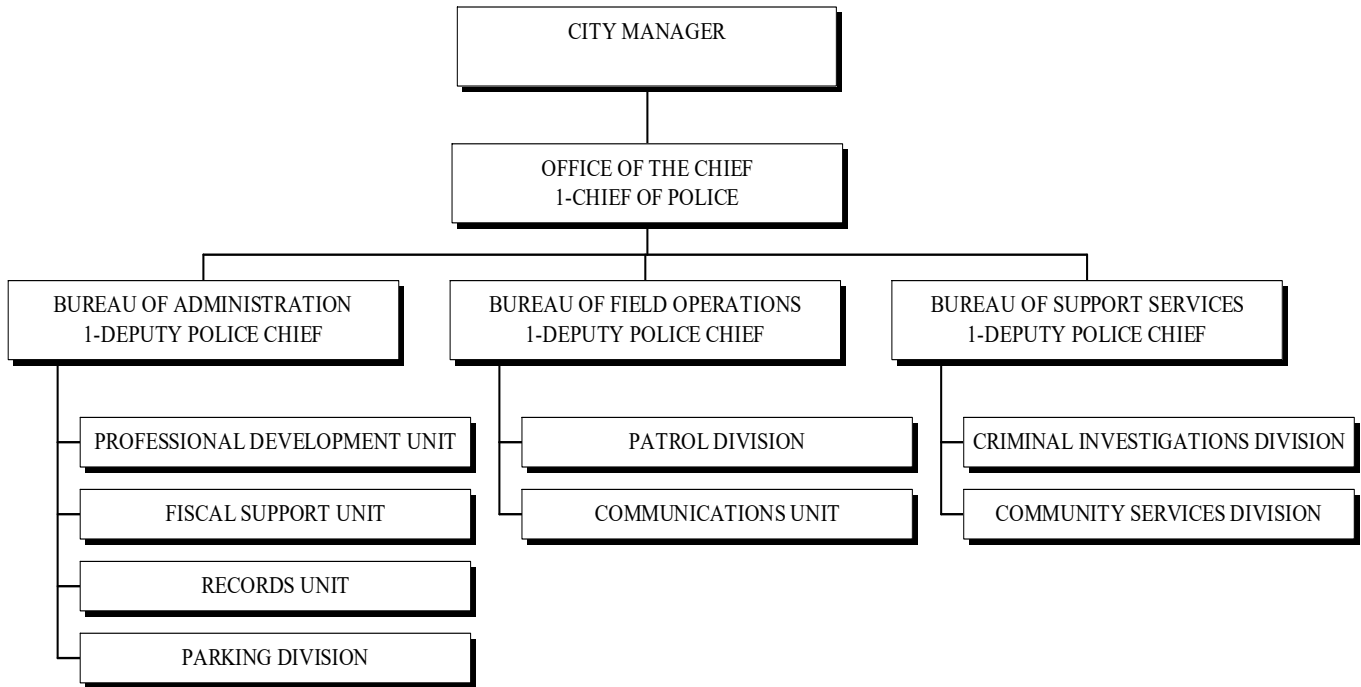
	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Police	\$713,980	\$611,883	\$611,883	\$522,591	\$618,525
Fire	\$4,065,885	\$3,513,368	\$3,513,368	\$4,133,145	\$4,404,243
Total Revenue	\$4,779,866	\$4,125,251	\$4,125,251	\$4,655,736	\$5,022,768
Expense					
Police	\$14,679,406	\$15,602,098	\$16,122,098	\$15,496,385	\$15,900,016
Fire	\$16,477,815	\$16,628,235	\$16,660,235	\$17,559,854	\$17,908,285
Total Expense	\$31,157,221	\$32,230,333	\$32,782,333	\$33,056,239	\$33,808,301

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 personnel. 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. The Police Social Worker position provides intensive case follow-up with community members in crisis. The goal of the program is to better track vulnerable groups to ensure they are connected to the appropriate social services.

Police

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
False Alarm Penalties	\$27,010	\$32,500	\$32,500	\$32,500	\$32,500
Other Permits	\$2,930	\$2,500	\$2,500	\$2,500	\$2,500
Reports, Prints, and Copies	\$172	\$50	\$50	\$150	\$50
Special Duty Services	\$180,944	\$250,000	\$250,000	\$148,000	\$250,000
Police Patrol Services	\$2,727	\$3,600	\$3,600	\$1,710	\$3,600
Cruiser Rental Fee	\$24,506	\$26,500	\$26,500	\$19,000	\$26,500
Police Witness Fees	\$75	\$0	\$0	\$0	\$0
Other Revenue	\$43,740	\$5,000	\$5,000	\$25,000	\$8,000
Other Gov Agencies - State	\$180,531	\$0	\$0	\$6,300	\$0
Drug Forfeiture or Restitution	\$3,550	\$5,000	\$5,000	\$6,000	\$5,000
School District Payments	\$247,796	\$286,733	\$286,733	\$281,431	\$290,375
Total Revenue	\$713,980	\$611,883	\$611,883	\$522,591	\$618,525

Police

	2023	2024	2024	2024	2025
Expense	Actual	Adopted	Revised	Projected	Budget
Full Time	\$7,106,164	\$8,290,996	\$8,714,850	\$7,429,090	\$8,370,285
Part Time	\$122,150	\$157,138	\$157,138	\$98,640	\$160,476
Temporary	\$64,652	\$11,230	\$11,230	\$86,910	\$11,680
Overtime	\$1,466,765	\$708,031	\$764,537	\$1,898,690	\$744,580
Holiday	\$153,599	\$171,590	\$171,590	\$174,150	\$204,000
Allowance	\$15,055	\$19,470	\$19,470	\$19,470	\$19,470
Retirement	\$2,748,288	\$2,680,462	\$2,698,137	\$2,737,770	\$2,732,289
FICA	\$182,816	\$196,717	\$203,682	\$214,840	\$206,460
Beneflex	\$1,806,779	\$2,276,837	\$2,276,837	\$1,697,480	\$2,344,013
Worker's Compensation	\$97,567	\$118,690	\$118,690	\$118,620	\$99,875
Unemployment Insurance	\$3,464	\$3,895	\$3,895	\$3,910	\$3,940
Professional Development	\$73,106	\$87,665	\$87,665	\$87,665	\$79,828
Business Expense	\$3,685	\$850	\$850	\$1,500	\$1,000
Repairs and Maintenance	\$6,267	\$9,350	\$9,350	\$9,350	\$9,500
Professional Services	\$105,462	\$134,980	\$134,980	\$140,000	\$141,232
Software/Hardware Maintenance	\$86,872	\$97,620	\$97,620	\$97,620	\$104,880
Rent	\$22,976	\$25,950	\$25,950	\$25,950	\$26,250
Communications	\$56,094	\$52,220	\$52,220	\$56,530	\$63,179
Postage	\$2,769	\$1,500	\$1,500	\$1,500	\$1,600
Office Supplies	\$30,645	\$35,000	\$35,000	\$35,000	\$36,500
Building Supplies	\$335	\$1,300	\$1,300	\$1,300	\$1,350
Uniforms	\$176,235	\$141,285	\$141,285	\$180,000	\$150,049
Vehicle Fuel	\$111,861	\$125,502	\$125,502	\$115,000	\$117,491
Electricity	\$63,976	\$75,000	\$75,000	\$72,090	\$86,910
Natural Gas and Propane	\$6,611	\$8,970	\$8,970	\$8,500	\$10,860
Water and Wastewater	\$3,410	\$3,590	\$3,590	\$3,550	\$3,690
Property and Auto Insurance	\$3,000	\$3,090	\$3,090	\$3,090	\$3,240
Liability Insurance	\$152,900	\$163,170	\$163,170	\$163,170	\$165,389
Capital Outlay - GL	\$5,900	\$0	\$15,000	\$15,000	\$0
Total Expense	\$14,679,406	\$15,602,098	\$16,122,098	\$15,496,385	\$15,900,016

Police

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Total Calls for Service	53,441	50,025	52,000	53,000
2. Total Crimes Against Persons	1,319	1,410	1,400	1,400
3. Total Property Crimes	1,601	1,486	1,500	1,600
4. Total Crimes Against Society	1,489	1,462	1,480	1,400
5. Total State Reportable Traffic Accidents	1,252	1,218	1,250	1,250
6. Total Traffic Fatalities	2	1	8	0
7. Total Traffic Summonses Issued	2,308	2,713	2,800	2,000
8. Total DWI Arrests	225	148	150	175
9. Total Drug Abuse Violations (Persons Arrested)	214	209	200	220
10. Total Drug Related Charges	397	332	400	440
11. Total Custodial Arrests:				
-Persons Arrested	2,888	2,713	2,800	2,800
-Number of Charges	5,046	4,880	5,000	5,000
12. Total (Part I Violent) Arrests	25	30	20	25
13. Total Sexual Assaults Reported	80	76	85	100
14. Total Domestic Violence Related Cases	532	520	550	600
-Domestic Violence Related Arrests	305	294	300	325
-Domestic Violence Protective Orders	322	492	300	320

2025 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 (CISM).
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 to most effectively utilize the NH Rapid Response Team and the Riverbend Emergency Services Office, 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 in 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, community groups, and businesses.
4. Continue efforts to develop and implement a plan for the construction of a new Police Headquarters.
5. Continue to implement strategies to augment the Department's efforts in combating 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.

Police

2024 Goals Status

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).

9-Month Status: The Concord Police Department is struggling to maintain sworn staff. In response, the Department has taken aggressive steps to address police officer retention by offering overtime incentives to work extra patrol shifts, as well as providing retention bonuses. This has had a positive impact on the Department and slowed our turnover rate. Over the first nine months of FY 2024, six sworn members left the Department. Of those six sworn members, three left the Department to pursue employment with other police agencies (NH State Police, Massachusetts Probation & Parole, and Nashua Police Department); one retired from law enforcement due to a normal retirement; one was terminated during his probationary period; and one left the profession after failing out of the NH Police Academy.

The Department continues to analyze its recruitment process to attract highly qualified candidates. The Department uses social media along with in-person methods to attract qualified candidates; however, the candidate pool interested in law enforcement is at a record low across the nation. In the first nine months of FY 2024, the Department was able to hire just three new police officers. Two of these new officers were hired from other police departments, while the third new hire is new to the profession. Currently, the Department has 13 police officer vacancies, and nine sworn members who are eligible for retirement in 2024.

Despite our staffing challenges, the Department has expanded training opportunities and logged approximately 5,899 hours of combined police training in the last nine months. In the first nine months of FY 2024, Department members logged over 340 combined training hours in Ethics, De-escalation, and Implicit Bias, in keeping with recommendations from the L.E.A.C.T. Commission. The Department has logged additional training hours related to Leadership, Emotional Intelligence, Officer Wellness, Crisis Intervention, and Stress Management (CIT/CISM). Additional trainings are planned for the remainder of the fiscal year.

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.

9-Month Status: The Concord Police Department has continued to work collaboratively with other community stakeholders to help those in crisis. The Department is completely engaged in working with community organizations that directly deal with mental health, addiction, and homelessness. Members of the Department have fostered strong working relationships with Riverbend staff who we routinely partner with for services like the NH Rapid Response Team response and the Riverbend Emergency Services Office. Department members work directly with the Concord Coalition to End Homelessness (CCEH) in response to the challenges facing those who experience homelessness. Department members are involved in responding to homelessness-related complaints and work to ensure that wrap-around services are being addressed. This includes services provided by CCEH, the Friendly Kitchen, and the Community Action Program.

The Department recently hired a Police Social Worker. This is an innovative approach designed to improve the community caretaking responsibility of the Department. The Police Social Worker program will provide intensive outreach and follow-up on cases that are simply beyond the capabilities of our police officers. Through this new program, we expect to improve our support service network in the community, as well as across the State of New Hampshire. The Department plans on adding another Police Social Worker during FY 2024 who will be dedicated to outreach. This will greatly enhance the Department's response to those in crisis.

Police

The Department has continued its commitment to ongoing training of its members in the areas of crisis intervention and CISM. The Department's CISM team is made up of a true cross-section of the Department and has been very active over the first nine months of FY 2024. The CISM team is a true asset to the Department.

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.

9-Month Status: The Concord Police Department has continued to work very hard to foster positive engagements 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. 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 March of 2024, 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. This event had a great turnout and was attended by numerous citizens, Department members, and the Mayor.

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 20 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 also engaged those suffering from mental health issues. Liberty has assisted during interviews of traumatized children at the Merrimack County Advocacy Center; and has made appearances at schools such as Penacook Elementary, Loudon Elementary, Merrimack Valley Middle School, Merrimack Valley High School, Concord High School, Christa McAuliffe Elementary, Beaver Meadow Elementary, Mill Brook School, and Abbot Downing Elementary. She has also made appearances at Concord Hospital, and has been requested to appear at several recent tragic events that have occurred outside of Concord. Liberty has participated in many social and community events throughout the city and has a large following of supporters.

The Police Department has been extremely active in all of the schools throughout the city, including 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, at Penacook Elementary, and at St. John's Regional School. The Department has conducted a total of 15 separate D.A.R.E. classes during this rating period, equaling 150 teaching sessions.

Members of the Police Department have been very active in conducting security assessments of various businesses and organizations in Concord. During this rating period, 38 security assessments have been conducted 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 families and assesses the situations to determine the 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 2024, ACERT made 227 home visits. This is a 34% increase over the same period last year.

Police

In August, the Department hosted National Night Out. This annual event was again held at Rollins Park and is one of Concord's largest community events. It is estimated that several thousand people attended this event. National Night Out is centered around public safety and was attended by local and state law enforcement agencies, along with the Concord Fire Department, Concord General Services, and other groups who all promoted safe communities.

In September, 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, the Department attended the Halloween Howl event on Main Street. 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 a 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.

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.

9-Month Status: The Police Department, working in conjunction with City Administration, has made great strides in developing a plan for a new Police Headquarters. The Command Staff at the Police Department has worked with two different architectural firms to complete an assessment, which found that the footprint of the current police headquarters is not adequate for Police Department operations in the future. As part of a site assessment, the current location was found to be lacking in development opportunities related to the current and future needs of the Department.

With this information in mind, the Command Staff worked with City Administration to explore potential locations for a new Police Headquarters that would meet the needs of and provide for the prospective growth of the Department.

Most recently, a site survey was completed for a property located at 4 Bouton Street. This site was professionally evaluated based on the current and future needs of the Police Department, its proximity to critical infrastructure, as well as the projected total project cost. This site was found to have tremendous potential for the future home of the Concord Police Department. The Command Staff has met with the City Administration, discussed the findings of the above-mentioned studies, and looks forward to the future work ahead.

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.

9-Month Status: The Concord Police Department continues to take an aggressive stance in combating illegal drug issues facing the City. The Department has maintained an investigator who is embedded with the NH State Police - Narcotics Investigations Unit. Investigators assigned to this position work collaboratively on 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, including other police agencies, service providers, City Departments, and the court systems.

During the fall of 2023, the Department was awarded \$38,390 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 opportunities focused on addressing illegal drug activity in the community, as they become available. The Department also continually assesses personnel assignments and initiatives to most effectively address illegal drug usage in the city.

Police

During the first nine months of FY 2024, the Department arrested 168 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 2 milligrams per dose, more than 500,000 lethal doses of Fentanyl were removed from the City of Concord as a result of this one investigation.

The Department also maintains a prescription drug box in the lobby of the Police Department. This 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 nine months of FY 2024, over 412 pounds of prescription drugs have been turned in by members of the community. This is slightly down from the 472 pounds collected from the same period during the previous year. The Department also continues to participate in the U.S. Drug Enforcement Administration's National Drug Take Back Days.

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.

9-Month Status: The Concord Police Department works diligently to identify specialized training for its staff members to reinforce and build new skills. This goal speaks to providing relevant specialized training geared to promote highly competent and efficient workers. These specialized trainings are necessary to keep up with evolving technologies, as well as succession planning.

Over the last nine months, members of the Concord Police Department attended advanced specialized training in homicide investigation, cyber investigation and security, risk management, street crimes, hate crime investigation, advanced crime scene reconstruction, sexual assault investigation, youth mental health training, and resiliency training. These specialized trainings are above and beyond the required firearms training, ethics, de-escalation, and implicit bias in keeping with recommendations from the L.E.A.C.T. Commission.

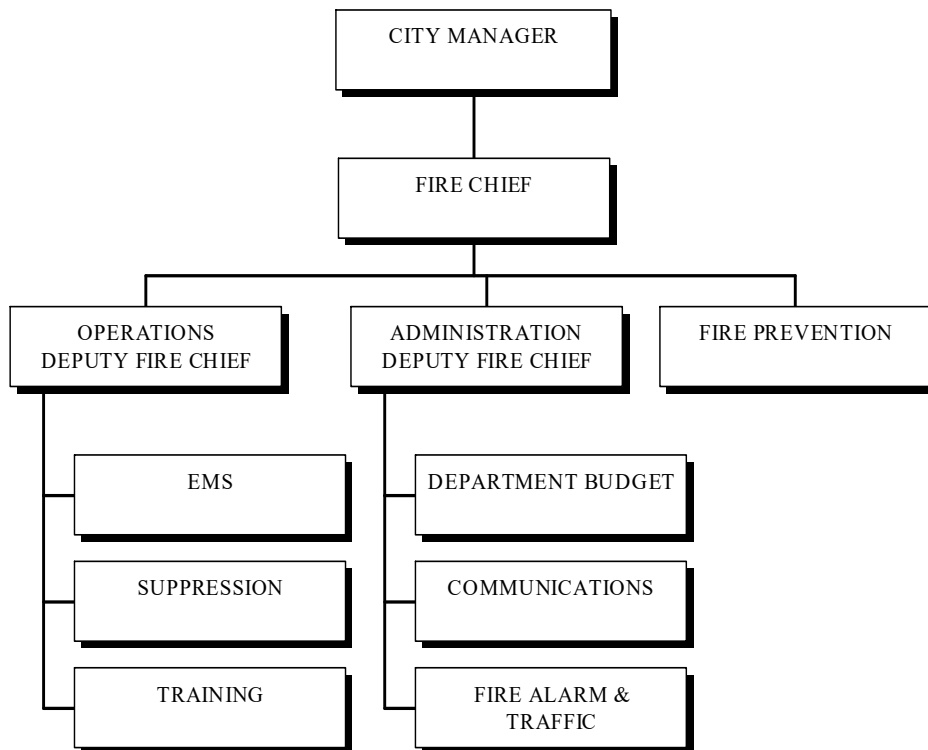
The Department has several additional specialized trainings planned for the remainder of FY 2024.

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 (EMS) 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. This includes planning, drills, EOC operations, and management of Public Assistance funds and various Emergency Management grants.

Fire

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
False Alarm Penalties	\$9,850	\$8,000	\$8,000	\$5,300	\$5,300
Court Ordered Payments	\$812	\$700	\$700	\$200	\$250
Fire Prevention Permits	\$81,416	\$84,905	\$84,905	\$84,905	\$89,365
Reports, Prints, and Copies	\$330	\$0	\$0	\$0	\$0
Application Fees	\$26,840	\$25,480	\$25,480	\$33,592	\$37,732
Special Duty Services	\$20,968	\$12,500	\$12,500	\$16,500	\$15,000
Ambulance Charges	\$2,708,523	\$2,400,000	\$2,400,000	\$3,000,000	\$3,100,000
Alarm Boxes	\$223,690	\$244,285	\$244,285	\$228,000	\$245,780
Rental Income	\$31,471	\$32,498	\$32,498	\$32,498	\$33,473
Other Revenue	\$43,704	\$20,000	\$20,000	\$74,984	\$220,000
Other Gov Agencies - Federal	\$28,466	\$0	\$0	\$24,179	\$0
Other Gov Agencies - State	\$308,759	\$125,000	\$125,000	\$125,000	\$125,000
Other Gov Agencies - Local	\$581,057	\$560,000	\$560,000	\$507,987	\$532,343
Total Revenue	\$4,065,885	\$3,513,368	\$3,513,368	\$4,133,145	\$4,404,243

Fire

	2023	2024	2024	2024	2025
Expense	Actual	Adopted	Revised	Projected	Budget
Full Time	\$7,186,915	\$7,577,820	\$7,577,820	\$7,605,723	\$7,912,843
Temporary	\$24,448	\$0	\$0	\$0	\$0
Overtime	\$1,867,206	\$1,499,988	\$1,499,988	\$2,204,623	\$1,627,854
Holiday	\$333,223	\$368,969	\$368,969	\$332,080	\$410,384
Allowance	\$5,650	\$6,750	\$6,750	\$6,750	\$6,750
Retirement	\$2,930,907	\$2,693,924	\$2,693,924	\$2,922,445	\$2,894,862
FICA	\$189,073	\$218,937	\$218,937	\$205,839	\$224,385
Beneflex	\$2,489,015	\$2,733,330	\$2,733,330	\$2,612,536	\$3,061,479
Worker's Compensation	\$395,560	\$402,540	\$402,540	\$402,350	\$516,630
Unemployment Insurance	\$3,703	\$3,640	\$3,640	\$3,640	\$3,695
Professional Development	\$26,908	\$63,160	\$63,160	\$65,710	\$62,810
Repairs and Maintenance	\$93,116	\$103,915	\$95,915	\$131,915	\$126,566
Professional Services	\$169,066	\$166,498	\$174,498	\$212,099	\$230,015
Software/Hardware Maintenance	\$62,639	\$74,996	\$74,996	\$74,996	\$82,608
Communications	\$23,558	\$21,820	\$21,820	\$28,100	\$34,328
Postage	\$738	\$750	\$750	\$750	\$750
Office Supplies	\$9,856	\$13,900	\$13,900	\$13,900	\$14,275
Library Books and Materials	\$4,388	\$5,000	\$5,000	\$2,500	\$5,000
Departmental Supplies	\$126,306	\$140,875	\$140,875	\$174,512	\$141,755
Building Supplies	\$55,214	\$37,670	\$37,670	\$35,773	\$27,620
Uniforms	\$73,237	\$75,141	\$75,141	\$75,141	\$75,141
Chemicals	\$0	\$3,000	\$3,000	\$1,424	\$3,000
Vehicle Fuel	\$136,341	\$117,915	\$117,915	\$119,709	\$115,564
Electricity	\$109,800	\$138,000	\$138,000	\$132,560	\$156,840
Natural Gas and Propane	\$40,549	\$41,490	\$41,490	\$42,000	\$49,480
Water and Wastewater	\$24,113	\$22,756	\$22,756	\$25,330	\$26,810
Property and Auto Insurance	\$8,600	\$8,890	\$8,890	\$8,890	\$8,530
Liability Insurance	\$78,130	\$79,060	\$79,060	\$79,060	\$80,810
Capital Outlay - GL	\$9,556	\$7,500	\$39,500	\$39,500	\$7,500
Total Expense	\$16,477,815	\$16,628,235	\$16,660,235	\$17,559,854	\$17,908,285

Fire

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Total Emergency Calls for Service	10,147	10,710	10,660	10,950
EMS Calls – Advanced Life Support (ALS) Intercepts	52	55	60	65
EMS Calls – Other EMS/Rescue Calls	7,491	7,789	7,725	7,900
Residential Structure Fires	48	28	37	45
Commercial Structure Fires	33	13	18	25
Other Fire Types	79	136	140	160
Overpressure, Explosion, Overheat (no fire)	16	16	30	20
Hazardous Condition (no fire)	178	235	225	240
Service Call	774	838	850	870
Good Intent Call	579	628	625	635
False Alarm and False Call	888	959	925	965
Severe Weather and Natural Disasters	1	12	20	20
Special Incident Types	9	1	5	5
2. Number of Patients Transported	5,935	6,205	6,225	6,350
3. Percent EMS Response within 5 minutes (BLS Standard)	58	60	65	65
4. Percent EMS Response within 9 minutes (ALS Standard)	94	94	95	95
5. Percent Fire Response within 5 minutes	48	49	53	50
6. Quick Access Plans Completed*	0	0	0	25
7. Fire Safety Inspections Completed	1,495	1,332	1,400	1,500
8. Alarm Systems Monitored in Fire Alarm	525	545	624	650
9. Master Box plug in/plug out	2,578	2,864	2,800	3,000
10. Public Education hours	22	9.5	7	15
11. Fire Alarm Boxes tested**	800	700	500	300
12. Phone Calls processed in dispatch	59,185	59,899	60,500	61,103
13. Incidents Dispatched	27,888	29,245	28,500	29,363
14. Average training hours per suppression member	99	129	95	125
15. Fire Investigations	14	25	30	40

* The Quick Access Plan program was suspended and will be restarted with the new Fire Records Management Program in FY 2025.

** Wired Master Boxes are being phased out as of July 2024 and are being replaced with radio boxes. This reduces the amount of required box testing, as radio boxes do not require manual testing.

Fire

2025 Goals

1. Focus on recruitment and retention strategies to fill existing Firefighter/Paramedic vacancies and retain all existing employees.
2. Continue to prioritize training, professional development, mentoring, and succession planning at all levels in the organization.
3. Increase Fire Department community outreach and involvement through public education, external committee involvement, and new programs.
4. Continue to work with the Public Safety Board to define and establish objective targets, metrics, and benchmarks for the services offered to the community by the Concord Fire Department.
5. Develop a growth model for the Fire Department's stations and staffing levels that considers factors affecting call demand, anticipated residential/commercial community growth, and desired service levels.
6. Complete the update of the City's Local Emergency Operations (LEOP) Plan.

2024 Goals Status

1. Strengthen the Fire Department's succession planning, mentorship, leadership training, and professional development programs at all levels.
9-Month Status: The Fire Department has reinforced the Lieutenant mentorship program by dedicating additional time and resources to this training process. Fire Administration has started to define the required/desired knowledge, skills, and abilities for each rank within the Department to support future career planning and targeted professional development.
2. Work with City Administration to establish a committee to address mid-term and long-term planning for Fire Department station and staffing needs.
9-Month Status: No separate committee has been formed; however, the Fire Department has approached City Administration to work together to create a GIS layer that details planned and ongoing development throughout the city. This would allow the Fire Department, as well as other City departments, to understand the potential growth profile of the community to use in future forecasting. The Fire Department has also asked the Public Safety Board for their assistance in defining objective standards and metrics for desired service levels for the community. This idea was introduced in February 2024 and is still in its infancy.
3. Increase Fire Department community outreach and involvement.
9-Month Status: Public education has been limited to the annual National Night Out event, as well as school visits during Fire Prevention week. The steady reduction of community outreach has been due to the increased service demand of the Fire Prevention Bureau, as well as retention and recruitment needs. The Fire Department lost its last remaining certified child safety seat (car seat) installation technician to retirement in April 2024. There is no current plan to replace this capability within the existing Fire Prevention Bureau staffing profile.
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.
9-Month Status: Due to retention and recruitment needs, the Fire Department has not implemented any new external capabilities of the training grounds. Time has been focused on the internal training of new members. A couple of very successful pilot programs were held and proved the desire of external fire departments to participate in hosted training programs.
5. Update the City of Concord's Local Emergency Operations Plan (LEOP). This plan is required to be revised every five years.
9-Month Status: Initial communication with vendors has commenced. This project was stalled due to unforeseen delays in the Hazard Mitigation Plan (HMP) update process, which will be presented to City Council on April 8, 2024 for adoption. The LEOP update will continue once the HMP is adopted.

Fire

6. Phase out the City master box system and replace with radio boxes.

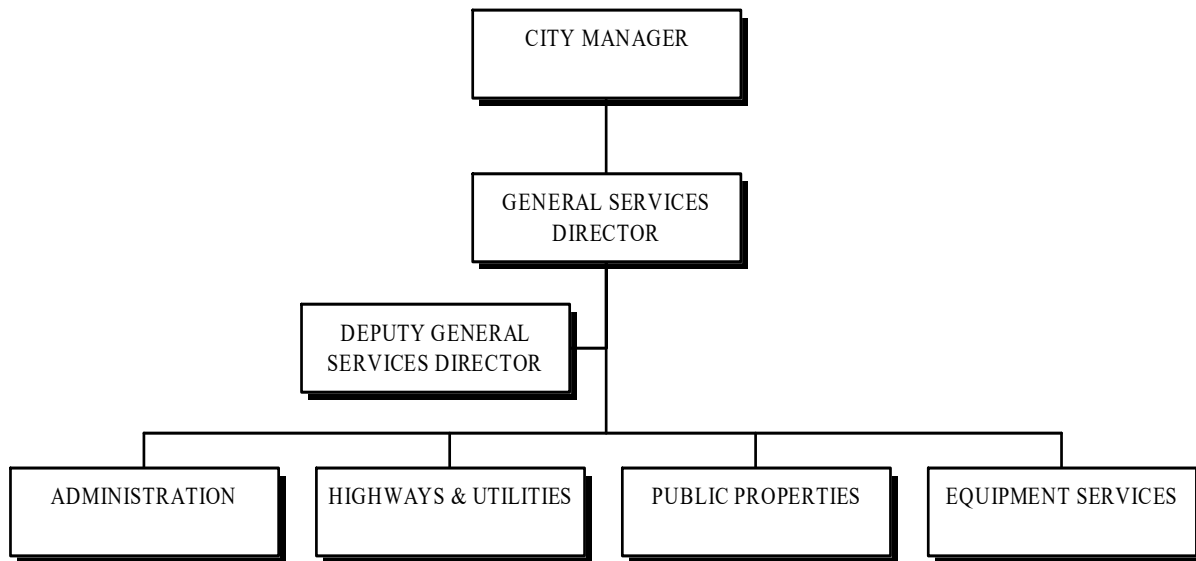
9-Month Status: The replacement of the City's master box system with radio boxes is underway. The old wired master box system circuits have fallen into disrepair. All customers with master boxes on the wired circuit were notified a few years ago that the wired system would be taken out of service in July 2024. The City has made AES Radio Box hardware and the required programming available to all customers at no cost through grant funds. The customers need only to pay for the installation of the replacement hardware. Concord initially had approximately 530 wired master boxes, of which 200 have already been converted to radio boxes. It is estimated that an additional 50 master boxes will be replaced with radio boxes by July 2024. This would leave over 250 master boxes on the wired circuit past its anticipated end-of-service date. The Fire Department has proposed to double the master box monitoring fee for all master boxes remaining on the wired circuit in FY 2025 to encourage customers to transition quickly.

General Services

Mission

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

GENERAL SERVICES DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

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

General Services

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Salt Sales	\$34,042	\$30,000	\$30,000	\$30,000	\$30,000
Tree Sales	\$5,046	\$9,000	\$9,000	\$9,000	\$9,000
Mark-up	\$5,932	\$15,000	\$15,000	\$15,000	\$15,000
Other Service Charges	\$28,363	\$0	\$0	\$7,700	\$0
Rental Income	\$73,520	\$73,520	\$73,520	\$73,520	\$75,725
Other Revenue	\$8,376	\$3,000	\$3,000	\$3,380	\$3,000
Transfer In - Parking	\$9,618	\$11,988	\$11,988	\$11,988	\$12,915
Transfer In - Airport	\$40,206	\$40,052	\$40,052	\$40,052	\$42,124
Transfer In - Conserv Prop	\$0	\$8,650	\$8,650	\$8,650	\$8,940
Transfer In - Golf	\$130	\$300	\$300	\$300	\$300
Transfer In - Arena	\$22,147	\$24,070	\$24,070	\$24,070	\$26,560
Transfer In - Solid Waste	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Transfer In - NEOCTIF	\$135,451	\$136,810	\$136,810	\$136,810	\$138,180
Transfer In - Sears Block TIF	\$42,698	\$43,130	\$43,130	\$43,130	\$43,561
Transfer In - Penacook TIF	\$9,515	\$9,610	\$9,610	\$9,610	\$9,710
Transfer In - Water	\$240,049	\$257,638	\$257,638	\$257,638	\$273,381
Transfer In - Wastewater	\$300,708	\$348,794	\$348,794	\$348,794	\$394,087
Total Revenue	\$959,400	\$1,015,162	\$1,015,162	\$1,023,242	\$1,086,083

General Services

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Expense					
Full Time	\$3,660,734	\$4,022,253	\$4,022,253	\$3,807,269	\$4,161,938
Part Time	\$56,532	\$59,962	\$59,962	\$60,840	\$62,636
Temporary	\$112,395	\$164,410	\$164,410	\$167,680	\$171,250
Overtime	\$464,192	\$449,120	\$449,120	\$490,440	\$471,290
Allowance	\$5,850	\$6,600	\$364,241	\$376,600	\$6,600
Retirement	\$582,039	\$604,979	\$604,979	\$575,890	\$626,788
FICA	\$317,807	\$352,466	\$379,825	\$370,205	\$364,348
Beneflex	\$1,176,393	\$1,338,621	\$1,338,621	\$1,278,138	\$1,456,232
Worker's Compensation	\$82,842	\$89,180	\$89,180	\$89,160	\$73,220
Unemployment Insurance	\$2,644	\$2,281	\$2,281	\$3,379	\$2,679
Professional Development	\$52,773	\$45,137	\$45,137	\$67,814	\$52,602
Business Expense	\$6,089	\$9,217	\$9,217	\$9,217	\$9,436
Repairs and Maintenance	\$197,093	\$246,055	\$246,055	\$246,055	\$271,055
Professional Services	\$347,417	\$345,287	\$345,287	\$345,287	\$406,127
Software/Hardware Maintenance	\$28,434	\$33,480	\$33,480	\$33,480	\$45,180
Advertising	\$9,630	\$5,080	\$5,080	\$8,000	\$5,080
Rent	\$3,000	\$2,400	\$2,400	\$2,400	\$2,400
Communications	\$19,518	\$20,370	\$20,370	\$22,570	\$20,038
Postage	\$1,253	\$1,015	\$1,015	\$1,015	\$1,086
Office Supplies	\$10,609	\$11,279	\$11,279	\$13,110	\$11,829
Departmental Supplies	\$310,452	\$281,848	\$281,848	\$281,848	\$281,848
Auto Parts	\$543,198	\$495,010	\$495,010	\$495,010	\$495,010
Grounds and Horticultural	\$9,136	\$10,580	\$10,580	\$10,580	\$10,580
Building Supplies	\$97,763	\$89,800	\$91,800	\$109,800	\$106,750
Uniforms	\$47,091	\$58,238	\$58,238	\$58,238	\$66,238
Chemicals	\$15,767	\$33,030	\$33,030	\$33,030	\$33,030
Vehicle Fuel	\$219,320	\$201,894	\$201,894	\$201,894	\$200,919
Winter Treatment Supplies	\$742,252	\$719,030	\$719,030	\$719,030	\$725,010
Electricity	\$135,156	\$187,000	\$187,000	\$171,000	\$200,000
Natural Gas and Propane	\$91,348	\$102,880	\$102,880	\$100,000	\$124,890
Water and Wastewater	\$57,298	\$58,442	\$58,442	\$53,770	\$56,570
Property and Auto Insurance	\$137,826	\$145,290	\$145,290	\$145,330	\$153,280
Liability Insurance	\$34,240	\$35,760	\$35,760	\$35,760	\$38,370
Capital Outlay - GL	\$7,925	\$10,000	\$10,000	\$10,000	\$10,000
Transfer Out - Solid Waste	\$1,061,500	\$1,161,500	\$1,161,500	\$1,161,500	\$1,467,845
Total Expense	\$10,647,516	\$11,399,494	\$11,786,494	\$11,555,339	\$12,192,155

General Services

Supplemental Budget Information

Downtown Services	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Expense					
Full Time	\$154,793	\$161,971	\$161,971	\$154,859	\$168,370
Temporary	\$0	\$45,860	\$45,860	\$45,860	\$47,960
Overtime	\$19,663	\$22,490	\$22,490	\$22,490	\$23,610
Allowance	\$600	\$600	\$600	\$600	\$600
Retirement	\$23,827	\$24,958	\$24,958	\$23,995	\$25,974
FICA	\$13,206	\$17,824	\$17,824	\$17,075	\$18,446
Beneflex	\$38,686	\$42,062	\$42,062	\$40,945	\$44,471
Worker's Compensation	\$4,017	\$4,660	\$4,660	\$4,660	\$3,720
Unemployment Insurance	\$92	\$100	\$100	\$100	\$196
Professional Services	\$20,850	\$18,500	\$18,500	\$18,500	\$18,500
Departmental Supplies	\$35,459	\$32,500	\$32,500	\$32,500	\$32,500
Grounds and Horticultural	\$3,421	\$1,580	\$1,580	\$1,580	\$1,580
Uniforms	\$3,148	\$3,100	\$3,100	\$3,100	\$3,100
Total Expense	\$317,761	\$376,205	\$376,205	\$366,264	\$389,027

Snow and Ice Control	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Expense					
Full Time	\$275,893	\$328,612	\$328,612	\$251,160	\$329,208
Temporary	\$66,544	\$109,320	\$109,320	\$109,320	\$113,690
Overtime	\$315,955	\$272,490	\$272,490	\$310,000	\$301,350
Allowance	\$0	\$0	\$357,641	\$370,000	\$0
Retirement	\$81,315	\$81,328	\$81,328	\$70,850	\$85,316
FICA	\$49,303	\$53,671	\$81,030	\$75,782	\$56,119
Beneflex	\$85,886	\$111,532	\$111,532	\$85,615	\$128,158
Worker's Compensation	\$9,340	\$10,110	\$10,110	\$10,110	\$7,960
Unemployment Insurance	\$731	\$202	\$202	\$1,300	\$446
Professional Services	\$47,308	\$91,269	\$91,269	\$91,269	\$91,269
Winter Treatment Supplies	\$742,252	\$719,030	\$719,030	\$719,030	\$725,010
Total Expense	\$1,674,527	\$1,777,563	\$2,162,563	\$2,094,436	\$1,838,526

As of March 20, 2024, there were 18 treatable snow and ice events, of which 15 had associated overtime costs. Of the 18 events, five occurred on weekends or holidays. Total snow, as of March 20, 2024, was 43.3 inches (an average year of snowfall is 67 inches). Of the 18 events, seven 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 20, 2024, one snow removal was completed from the downtown metered area.

General Services

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Number of GSD Subscribers to the Notify Me / News Flash modules of the City Website	6,542	6,860	7,010	7,260
2. Number of Media Releases	187	165	140	120
3. Number of Subscribers to GSD Social Media Pages	6,062	6,877	7,675	8,475
4. Miles of Streets Resurfaced	11.5	8.7	8.5	4.6
5. Percentage of SeeClickFix Items Closed	99%	99%	96%	99%
6. Number of Employee Certifications/Re-certifications	109	272	300	300

2025 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.

2024 Goals Status

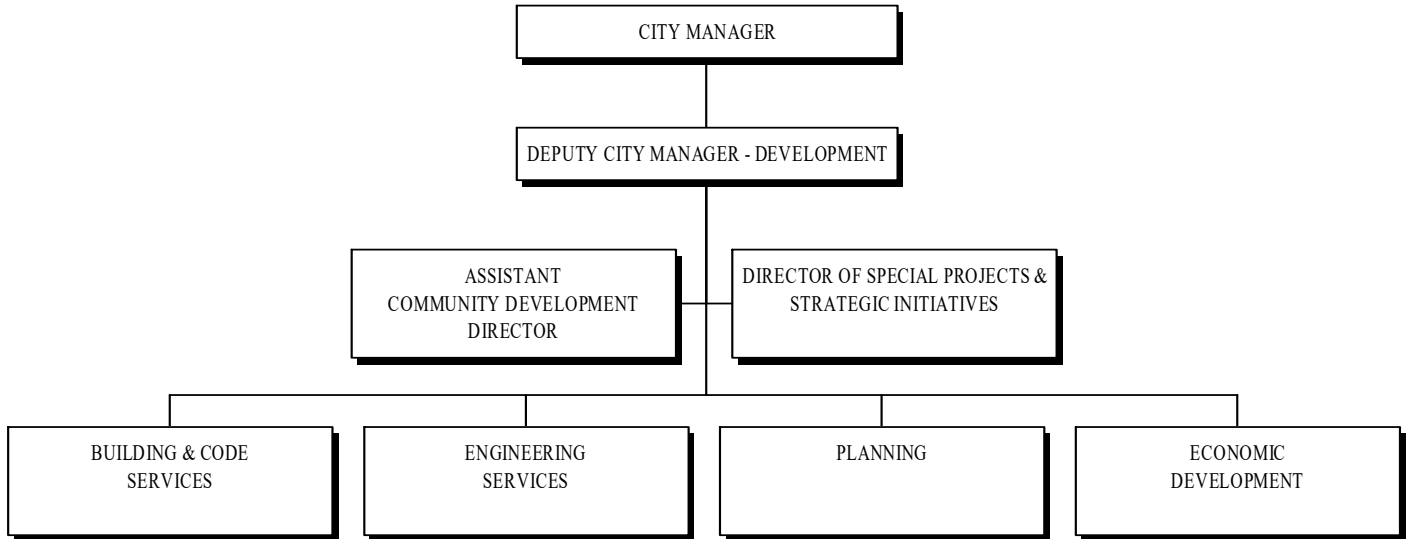
1. Increase public awareness and engagement through outreach, including website updates, press releases, newsletters, and social media.
9-Month Status: The General Services Department continues to use the City website, media releases, newsletters, push notifications (email, text, mobile), and social media to communicate and engage with the community. Messages have focused on the new solid waste contracts and changes anticipated with automated trash collection; ways to reduce waste; leaf collection programs; winter operations updates; winter parking bans; road paving; upgrades to the Wastewater Treatment Facility secondary clarifiers; and monthly updates on the new PROPEL (Professional Opportunity for Emerging Leaders) Program, which highlights employee networking and learning opportunities for future career development within the organization (part of an effort to retain and attract employees while performing succession planning). The Department continues to engage the community with contests and promotions. The Department utilizes national campaigns such Fix a Leak Week and Shower Better Month to encourage the community to learn and take action on how to save water while promoting General Services messaging. Social media continues to be a great way to feature employees and increase awareness of activities, while also advertising job openings and increasing recruitment efforts. The Department's online following continues 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 2024 paving project opened bids on December 20, 2023. GMI Asphalt, LLC, was the low bidder and awarded the bid. They will start work the week of March 25, 2024. The streets that are part of the paving program this summer are: Full Depth Reclamation of Airport Road, from Loudon Road to # 184 Airport Road; Brookwood Drive, full length; Chenell Drive, from Pembroke Road to Regional Drive; Fox Run, full length; Lawrence Street, full length; and Pinecrest Circle, full length. Shim/Overlay will occur on Bog Road, full length; and River Road, full length. Letters were sent to residents on the affected streets in early January to let them know of the upcoming work.
3. Enhance core services through managing work requests received through SeeClickFix.
9-Month Status: The General Services Department continues actively using SeeClickFix to manage and respond to public works requests. During the first nine months of FY 2024, the Department received 1,496 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: Through the first nine months of FY 2024, staff participated in more than 20 different types of training and continuing education opportunities provided by various public works professionals.

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, Airport Advisory Committee, Parking 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 collection, 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 Planning Board, Conservation and Heritage Commissions and the Recreation Policy Advisory Committee.

Community Development

<u>Budget Detail</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Construction Permits	\$999,009	\$949,000	\$949,000	\$1,210,857	\$1,141,000
Other Permits	\$243,856	\$145,800	\$145,800	\$350,400	\$250,400
Licenses	\$139,542	\$117,700	\$117,700	\$142,626	\$157,800
Street Damage Fees	\$98,530	\$80,000	\$80,000	\$80,000	\$80,000
Reports, Prints, and Copies	\$1,388	\$1,100	\$1,100	\$1,674	\$1,300
Application Fees	\$35,158	\$20,000	\$20,000	\$30,000	\$25,000
Review Fees	\$113,835	\$150,000	\$150,000	\$125,000	\$150,000
Inspection Fees	\$76,402	\$100,000	\$100,000	\$20,000	\$0
Timber Sales	\$42,153	\$5,000	\$5,000	\$14,252	\$5,000
Other Service Charges	\$1,021	\$4,000	\$4,000	\$2,000	\$2,000
Rental Income	\$110	\$200	\$200	\$2,600	\$400
Other Revenue	\$7,473	\$4,300	\$26,423	\$27,800	\$4,100
Transfer In - Trust	\$0	\$45,765	\$45,765	\$36,538	\$46,007
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	\$1,785,237	\$1,649,625	\$1,671,748	\$2,070,507	\$1,889,767

Community Development

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Expense					
Full Time	\$2,175,952	\$2,758,455	\$2,758,455	\$2,450,550	\$2,958,820
Part Time	\$101,215	\$30,671	\$30,671	\$28,780	\$31,398
Temporary	\$28,849	\$47,130	\$47,130	\$36,920	\$51,660
Overtime	\$29,473	\$33,200	\$33,200	\$32,320	\$34,850
Allowance	\$6,448	\$8,976	\$8,976	\$7,180	\$7,800
Retirement	\$302,552	\$377,683	\$377,683	\$337,010	\$405,039
FICA	\$176,025	\$215,908	\$215,908	\$193,170	\$229,668
Beneflex	\$556,002	\$777,156	\$777,156	\$577,770	\$779,665
Worker's Compensation	\$44,461	\$45,690	\$45,690	\$45,670	\$36,100
Unemployment Insurance	\$1,161	\$1,190	\$1,190	\$1,195	\$1,296
Professional Development	\$57,416	\$85,672	\$85,672	\$76,132	\$92,727
Business Expense	\$23,950	\$26,060	\$26,060	\$26,000	\$26,060
Professional Services	\$217,220	\$100,871	\$100,871	\$110,750	\$110,721
Software/Hardware Maintenance	\$24,058	\$26,030	\$26,030	\$27,000	\$28,494
Advertising	\$13,350	\$6,650	\$6,650	\$11,750	\$7,650
Communications	\$7,214	\$6,100	\$6,100	\$7,930	\$9,300
Postage	\$14,090	\$11,650	\$11,650	\$12,250	\$12,650
Office Supplies	\$12,901	\$21,770	\$21,770	\$18,765	\$27,830
Departmental Supplies	\$5,545	\$10,175	\$10,175	\$7,175	\$11,845
Grounds and Horticultural	\$415	\$2,500	\$2,500	\$2,500	\$2,500
Vehicle Fuel	\$6,740	\$8,150	\$8,150	\$8,150	\$8,150
Property and Auto Insurance	\$270	\$270	\$270	\$270	\$270
Liability Insurance	\$21,490	\$20,690	\$20,690	\$20,690	\$20,150
Capital Outlay - GL	\$0	\$0	\$10,000	\$18,000	\$0
Transfer Out - Trust	\$102,715	\$80,000	\$80,100	\$80,100	\$80,000
Total Expense	\$3,929,513	\$4,702,647	\$4,712,747	\$4,138,027	\$4,974,643

Community Development

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Development and Design Review Applications	63	95	79	87
2. Total Building and Zoning Permits Issued	2,351	2,175	2,450	2,500
3. Capital Projects Designed/Managed by Engineering	14	12	22	21
4. Acres of Protected Open Space	7,273	7,273	7,273	7,273
5. Acres of Harvested Forest Land	33	55	24	45
6. CDBG Grant Applications	1	6	0	1
7. CDBG Grant Awards	1	6	0	1
8. Amount of CDBG Funding Requested	\$25,000	\$2,646,718	0	\$500,000
9. Amount of CDBG Funding Awarded	\$25,000	\$2,646,718	0	\$500,000

2025 Goals

Administration Division:

1. Advance those 2024-2025 City Council priorities that specifically pertain to the Community Development Department.
2. Implement proposed reorganization of Code and Planning Divisions whereby Zoning is transferred to the Planning Division.
3. Continue to lead efforts to design and construct a new Police Station at 4 Bouton Street (CIP #643), as well as conduct a City Hall Campus Master Plan study.

Code Administration:

1. Continue to streamline and enhance the Energov on-line permitting system to improve efficiency and user friendliness for applicants and City staff.
2. Continue to digitize paper files and historical plan sets.
3. Continue staff development, training and certification initiatives for new hires and existing staff.

Engineering Services:

1. Complete preliminary and final design of the Heights Sewer Collection Improvements project (CIP #91) in preparation for construction in FY 2026.
2. Continue to advance other major capital projects such as, but not limited to, Loudon Road Bridge Rehabilitation project (CIP #588), McKee Square (CIP #31), Manchester Street (CIP #36), Traffic Signals (CIP #283), and new Airport Terminal Building (CIP #383).
3. Complete revisions to the Division's "3 Tier" permitting and inspection fee structure, which was implemented in 2022 for the Energov software program.
4. Work with Code, Planning and General Services to update City regulations pertaining to piggyback utility connections.
5. Continue to transition the Geographic Information System (GIS) away from internally developed, custom built software applications to commercially available software packages.
6. Continue staff development, training and certification initiatives for new hires and existing staff.

Planning:

1. Continue to streamline and enhance the Energov on-line permitting system to improve efficiency and user friendliness for applicants and City staff; review and revise Planning Board applications to collect more information about developments for improved data tracking and reporting to the community.
2. Update the Planning Division web page with more specific information regarding development review processes and updated development application checklists to improve the permitting process.
3. Document standard operating procedures for the Planning Division and create a standardized staff report template, with normal and customary precedent and subsequent conditions of approval for each type of Planning development permit application.
4. Prepare interim amendments to the Zoning Ordinance in accordance with 2024-2025 City Council priorities.
5. Continue staff development, training and certification initiatives for new hires and existing staff.
6. Initiate a plan to digitize paper files and historical plan sets.

Community Development

2024 Goals Status

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.
9-Month Status: The Energov permitting program launched in August 2022. On April 10, 2023, the City Council approved Ordinance 3147, which implemented a reorganization of the Community Development Department and a new staff position titled "Permitting Systems Coordinator" to manage the Energov software program. On May 11, 2023, the GIS Coordinator was promoted to Acting Assistant IT Director—Community Development, and assumed the duties of the Permitting Systems Coordinator, as well as GIS Coordinator. A work group has been appointed with representatives from all Departments that use Energov, including Community Development, Assessing, Fire, Police, and General Services, to identify and rectify challenges, as well as crosstrain staff. The Community Development Department continues to lead efforts to refine and configure Energov to improve operational efficiencies and customer service. Energov continues to be updated and refined to improve user friendliness, operational efficiencies, and data tracking.
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.
9-Month Status: Both positions were filled in early FY 2024. This goal has been accomplished.
3. Staff the recently vacated Community Development Specialist position.
9-Month Status: This position was vacated on May 9, 2023. The position is being eliminated and replaced as part of a proposed reorganization of the Community Development Department. The new position will also provide part-time administrative support to the Human Resources Department. The proposed reorganization will be presented to the City Council in late FY 2024.

Code Administration:

1. Continue implementation and configuration of Energov program.
9-Month Status: The Code Administration Division continues to refine Energov for those development permits in its jurisdiction. Code Administration is part of the Energov work group and has been active in helping to train staff across the organization on how to configure and use the software. Additionally, efforts to train new staff in the Division on how to use the Energov program is ongoing.
2. Continue with the scanning of building permits / plans into digital format.
9-Month Status: The conversion of two part-time Permit Technician positions into a single full-time position created an opportunity 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. The Code Administration Division currently has over 55 GB of data being stored electronically, which includes files from Housing, Zoning, Health and Building.
3. Fill all staff vacancies and ensure that new staff members are trained / certified in their respective fields.
9-Month Status: As of March 2024, the Code Administration Division was fully staffed and continues to offer continuing education opportunities for inspectors to maintain their certifications and licenses.

Engineering Services:

1. Continue implementation and configuration of the Energov program.
9-Month Status: The Energov Permitting program went live on August 22, 2023. The Division has continued to work with internal and external users to provide assistance and to improve the functionality of the program.
2. Review and update the Division's fee structure for all permits and inspections for improved integration with Energov.
9-Month Status: The Division has reviewed its permit and fee structure and will be proposing changes to improve administration of permitting for staff and the public in FY 2025.

Community Development

3. Advance the final design of the McKee Square and Loudon Road Bridge Projects.
9-Month Status: Staff submitted an application to the NH Department of Transportation for the McKee Square project to be considered for Congestion Mitigation and Air Quality (CMAQ) Program funding. On January 11, 2024, the Governor sent a draft 2025-2034 Ten Year Transportation Improvement Plan (TYP) for the State to the House Public Works and Highways Committee that included CMAQ funding for the McKee Square project, including funding for Preliminary Engineering, Right-of-Way, and Construction. Conceptual design concepts for the McKee Square intersection area to be presented publicly in the coming months. The State's draft TYP also includes funding for the Loudon Road Bridge Rehabilitation project. In January and February 2024, the City signed contracts for the next phase of design and additional survey for the Loudon Road Bridge project. Design and permitting efforts will continue throughout the next year.

Planning:

1. Continue implementation and configuration of the Energov program.
9-Month Status: This is a work in progress that actively continues and will be ongoing.
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.
9-Month Status: In accordance with the City Council's 2024-2025 Priorities, work on Concord Next has been suspended. In lieu of Concord Next, the Planning Division, once fully staffed, shall work with applicable City Boards, Commissions, Departments, and community partners to craft interim amendments to the current Zoning Ordinance to address the most significant, persistent issues therewith. Following the completion of an upcoming City Master Plan, which, subject to future City Council appropriations, would commence in FY 2026 and likely take approximately two years to complete, more comprehensive amendments to the Zoning Ordinance would be initiated to implement the goals and objectives of said forthcoming Master Plan.
3. Scoping for the update of the Master Plan.
9-Month Status: Due to staff changes in the Division, coupled with the associated schedule of this project in the Capital Improvement Program (CIP #563), this goal remains ongoing. Staff will revisit this in FY 2025 in preparation for potential Master Plan funding, as tentatively proposed for FY 2026.
4. Continue to identify and implement bike/pedestrian transportation infrastructure improvements.
9-Month Status: This remains an ongoing initiative with the Transportation Policy Advisory Committee. Recommendations for infrastructure improvements are initiated through the Capital Improvement Program in conjunction with the City's Annual Highway Paving Program (when applicable) in accordance with applicable master plans, corridor plans, and engineering studies.
5. Implement recommendations from the Trails Master Plan.
9-Month Status: This goal remains ongoing. The Trails Subcommittee is in the process of developing their goals and priorities for CY 2024. The development of the goals started in January, and will be finalized in April.

Leisure and Information Services

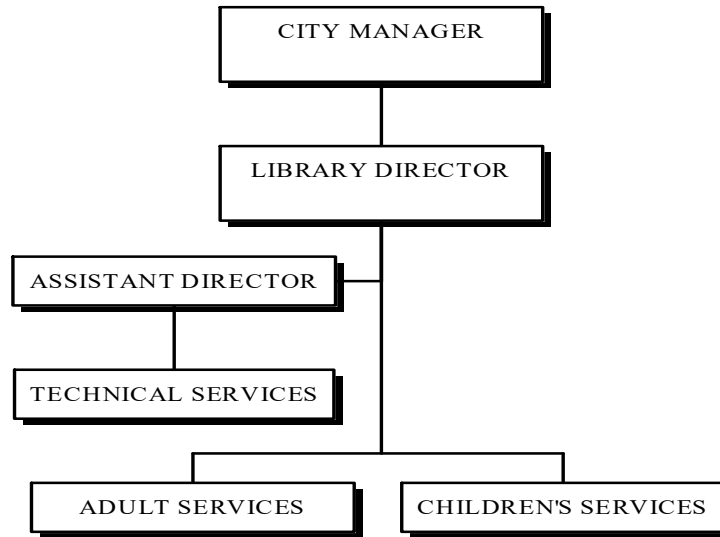
	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Library	\$222,964	\$229,800	\$229,800	\$225,900	\$226,300
Parks & Recreation	\$1,375,284	\$1,137,905	\$1,137,905	\$1,163,835	\$1,270,548
Total Revenue	\$1,598,249	\$1,367,705	\$1,367,705	\$1,389,735	\$1,496,848
Expense					
Library	\$1,942,511	\$2,147,419	\$2,147,419	\$2,135,357	\$2,313,235
Parks & Recreation	\$3,444,463	\$3,968,669	\$3,988,669	\$3,778,173	\$4,247,379
Total Expense	\$5,386,974	\$6,116,088	\$6,136,088	\$5,913,530	\$6,560,613

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

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Fines for Overdue Items	\$17,005	\$22,500	\$22,500	\$18,000	\$18,000
Non-Resident Library Fees	\$6,384	\$7,500	\$7,500	\$7,600	\$8,000
Other Revenue	\$4,776	\$5,000	\$5,000	\$5,500	\$5,500
Transfer In - Trust	\$194,800	\$194,800	\$194,800	\$194,800	\$194,800
Total Revenue	\$222,964	\$229,800	\$229,800	\$225,900	\$226,300
Expense					
Full Time	\$810,023	\$896,312	\$896,312	\$896,312	\$970,586
Part Time	\$351,674	\$401,690	\$401,690	\$390,000	\$407,485
Temporary	\$11,742	\$0	\$0	\$7,662	\$0
Overtime	\$294	\$0	\$0	\$50	\$0
Allowance	\$2,200	\$2,400	\$2,400	\$2,400	\$2,400
Retirement	\$116,045	\$121,271	\$121,271	\$121,271	\$131,321
FICA	\$87,691	\$98,115	\$98,115	\$98,115	\$104,332
Beneflex	\$211,497	\$235,496	\$235,496	\$235,496	\$287,936
Worker's Compensation	\$1,348	\$1,670	\$1,670	\$1,670	\$1,420
Unemployment Insurance	\$1,040	\$1,033	\$1,033	\$1,033	\$1,079
Professional Development	\$1,490	\$1,590	\$1,590	\$1,590	\$1,615
Business Expense	\$2,401	\$1,614	\$1,614	\$1,500	\$2,208
Professional Services	\$9,567	\$16,747	\$16,747	\$16,500	\$25,942
Software/Hardware Maintenance	\$37,973	\$41,791	\$41,791	\$41,791	\$42,543
Communications	\$2,182	\$2,470	\$2,470	\$2,260	\$2,540
Postage	\$1,739	\$2,457	\$2,457	\$2,457	\$2,580
Office Supplies	\$30,287	\$30,786	\$30,786	\$32,536	\$28,771
Library Books and Materials	\$194,926	\$202,723	\$202,723	\$202,723	\$208,805
Departmental Supplies	\$1,078	\$3,050	\$3,050	\$3,050	\$3,050
Electricity	\$30,461	\$44,750	\$44,750	\$36,570	\$43,690
Natural Gas and Propane	\$9,804	\$13,010	\$13,010	\$12,000	\$15,840
Heating Oil and Kerosene	\$6,410	\$6,501	\$6,501	\$6,501	\$6,472
Water and Wastewater	\$2,312	\$2,364	\$2,364	\$2,290	\$2,370
Property and Auto Insurance	\$9,520	\$9,810	\$9,810	\$9,810	\$10,160
Liability Insurance	\$8,810	\$9,770	\$9,770	\$9,770	\$10,090
Total Expense	\$1,942,511	\$2,147,419	\$2,147,419	\$2,135,357	\$2,313,235

Library

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Items Borrowed				
Downloadable Materials	69,878	78,268	84,000	88,000
Main Adult	130,336	121,922	123,000	123,000
Main Children's	44,815	92,617	98,000	100,000
Penacook Branch	546	3,756	3,800	6,000
Heights Branch	4,581	5,258	6,000	6,500
Total	250,156	301,821	314,800	323,500
2. Traffic				
Main Traffic Count	97,605	111,948	210,000	220,000
Penacook Traffic Count	225	1,226	1,100	3,500
Heights Traffic Count	3,613	4,430	4,000	4,500
Total	101,443	117,604	215,100	228,000
3. Online Services				
Catalog Searches	434,078	432,931	466,000	440,000
Database Searches	79,505	69,812	82,000	84,000
4. Programs/Classes & Events				
Main Adult Programs	50	81	74	72
Main Adult Program Attendance	1,731	2,253	2,000	2,000
Teen Programs	16	29	20	30
Teen Program Attendance	79	255	200	300
Virtual Adult Programs	12	4	2	3
Virtual Adult Program Attendance	116	382	60	90
Virtual Children's Programs	9	0	2	3
Virtual Children's Program Attendance	28	2	54	80
Concord Reads Programs	0	0	10	10
Concord Reads Program Attendance	0	0	340	340
Main Children's Programs	148	169	180	180
Main Children's Program Attendance	4,532	4,434	4,200	4,200
Penacook Branch Programs	0	17	16	52
Penacook Branch Program Attendance	38	229	220	520
Heights Branch Programs	46	92	108	120
Heights Branch Program Attendance	980	1,459	1,400	1,600
Total Programs/Classes & Events	256	283	412	470
Total Program/Class & Event Attendance	7,290	7,326	8,474	9,130
5. PC/Internet Use Hours				
Main Adult	5,077	5,193	5,200	5,200
Main Children's	76	65	60	50
Young Adult	157	35	42	50
Penacook Branch	14	42	74	100
Total PC/Internet Use Hours	5,324	5,335	5,400	5,600
6. Chromebook Checkouts				
Main	66	345	1,200	1,300
Heights	209	243	150	175
Total Chromebook Checkouts	275	588		
7. Research Assistance	65,013	67,600	58,000	65,000
8. Volunteer Hours	1,145	1,466	1,500	1,600
9. Interlibrary Loans				
Lent	1,599	2,007	2,100	2,150
Borrowed	2,027	2,063	2,100	2,150
10. Museum Passes	647	943	1,050	1,100
11. CPL Website Visits	88,126	90,646	98,000	100,000
12. Mobile App Searches	23,828	28,121	20,000	30,000

Library

2025 Goals

1. Evaluate usage metrics of the new open hours of the Penacook Library before any potential changes for FY 2026.
2. Evaluate and expand inclusive programming (e.g. Sign Language Storytime, Autism Awareness, Game On! - board games for adults with disabilities).
3. Evaluate and expand inclusive parts of the collection (e.g. decodable, multi-cultural, braille, and hi-low books for adults - high interest level/low readability level).
4. Conduct 50 programs at the newly opened Penacook Library, separate from Parks & Recreation programming.
5. Review the spring 2024 Concord Reads programming slate (first since 2020) and evaluate plans for a 2025 event.
6. Digitize 200 oversized images and 50 folders containing historic documents and ephemera from the Concord Room's vertical files.
7. Average 2,600+ mobile app launches per month with Sirsi app.
8. Evaluate the next phase of transition to Radio Frequency Identification (RFID) technology for the main library, replacement of gate and tagging of items.

2024 Goals Status

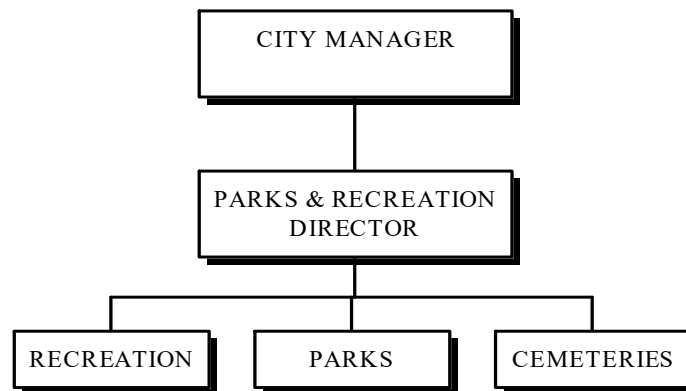
1. Evaluate cost and potential transition to RFID implementation.
9-Month Status: We have conducted site visits and online demos of the current RFID market. We have just ordered the first piece of this transition, which is self-check kiosks that are compatible with future RFID implementation.
2. Evaluate and potentially expand the new "Library of Things" collection launched in 2023.
9-Month Status: The Library will be adding dozens of new items to both the adult and juvenile collections by the summer of 2024.
3. Set a goal for the eBike-Mobile program to create/attend 50 events across all ten wards.
9-Month Status: In the 2023 season, we visited all ten wards across Concord. By the spring/summer season of 2024 we will have attended 50 events.
4. Set a goal for the eBike-Mobile program to interact with 2,000 patrons in FY 2024.
9-Month Status: From July 2023 to the end of the season our staff interacted with 1,500 residents. We will break 2,000 interactions before the end of FY 2024.
5. Expand the web publishing platform, Omeka, to upload and publicly release archival photographs.
9-Month Status: 492 previously digitized materials were added to the Omeka platform. In the coming year, the site will go live for public access.
6. Focus on marketing and expanding museum passes and surpass 1,000 checkouts in FY 2024.
9-Month Status: We have just added our newest museum pass, the Boston Children's Museum, and we are on pace to surpass 1,000 patron museum checkouts in this fiscal year.
7. Utilize a new online platform, Beanstack, to create seasonal early literacy challenges.
9-Month Status: We trialed Beanstack for Winter Reading and Ultimate Book Nerd for all ages, and are about to use it for our 1,000 Books Before Kindergarten program.
8. Evaluate a partnership with the Parks & Recreation Department to display a culturally diverse art exhibit across summer 2023.
9-Month Status: In the summer of 2023, Becky Field displayed works at both the Concord Public Library and the City-wide community Center, entitled "A Photographer's View of New Hampshire's Diversity."

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

<u>Budget Detail</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Court Ordered Payments	\$319	\$0	\$0	\$50	\$0
Camps	\$208,187	\$167,090	\$167,090	\$184,570	\$196,073
Aquatics Programs	\$34,296	\$30,710	\$30,710	\$41,800	\$41,090
Program Fees	\$216,298	\$196,840	\$196,840	\$231,890	\$227,810
Sales of Lots and Niches	\$27,875	\$34,000	\$34,000	\$25,000	\$29,000
Other Service Charges	\$128,971	\$118,490	\$118,490	\$116,900	\$118,400
Rental Income	\$138,632	\$163,775	\$163,775	\$135,500	\$168,175
Donations	\$662	\$2,500	\$2,500	\$1,000	\$2,500
Advertising	\$6,700	\$8,000	\$8,000	\$8,000	\$8,000
Other Revenue	\$1,103	\$0	\$0	\$2,625	\$0
Transfer In - Trust	\$612,242	\$416,500	\$416,500	\$416,500	\$479,500
Total Revenue	\$1,375,284	\$1,137,905	\$1,137,905	\$1,163,835	\$1,270,548

Parks and Recreation

	2023	2024	2024	2024	2025
Expense	Actual	Adopted	Revised	Projected	Budget
Full Time	\$1,465,310	\$1,608,769	\$1,608,769	\$1,552,081	\$1,669,408
Part Time	\$101,843	\$218,223	\$218,223	\$131,536	\$284,177
Temporary	\$292,201	\$432,160	\$441,078	\$349,892	\$458,326
Overtime	\$124,526	\$102,572	\$102,572	\$143,181	\$95,322
Allowance	\$6,600	\$6,600	\$6,600	\$7,650	\$8,400
Retirement	\$223,438	\$231,544	\$231,544	\$213,330	\$239,335
FICA	\$148,409	\$178,300	\$178,983	\$166,517	\$188,344
Beneflex	\$412,921	\$469,574	\$469,574	\$463,547	\$548,285
Worker's Compensation	\$31,252	\$35,640	\$35,640	\$35,630	\$29,299
Unemployment Insurance	\$1,617	\$1,329	\$1,329	\$1,329	\$2,308
Professional Development	\$5,749	\$15,930	\$18,330	\$17,000	\$19,190
Business Expense	\$6,535	\$10,480	\$10,480	\$9,700	\$10,480
Dues & Memberships	\$40	\$720	\$720	\$700	\$660
Repairs and Maintenance	\$25,971	\$23,765	\$23,765	\$36,000	\$40,690
Professional Services	\$222,213	\$250,380	\$250,380	\$262,800	\$232,770
Software/Hardware Maintenance	\$7,884	\$11,220	\$11,220	\$11,000	\$12,370
Advertising	\$8,720	\$7,800	\$10,800	\$7,400	\$7,200
Communications	\$16,871	\$17,970	\$17,970	\$16,580	\$18,675
Postage	\$517	\$700	\$700	\$1,000	\$900
Office Supplies	\$13,933	\$14,900	\$14,900	\$14,600	\$16,500
Departmental Supplies	\$75,249	\$74,440	\$79,440	\$77,500	\$83,750
Auto Parts	\$18,776	\$18,500	\$18,500	\$18,500	\$19,000
Grounds and Horticultural	\$63,637	\$59,200	\$59,200	\$64,600	\$59,200
Uniforms	\$33,873	\$32,915	\$32,915	\$32,840	\$38,690
Vehicle Fuel	\$34,620	\$33,068	\$33,068	\$33,000	\$36,050
Electricity	\$35,485	\$43,960	\$43,960	\$45,180	\$52,620
Natural Gas and Propane	\$19,911	\$20,000	\$20,000	\$21,000	\$25,700
Water and Wastewater	\$18,058	\$17,520	\$17,520	\$15,880	\$16,780
Property and Auto Insurance	\$6,610	\$6,820	\$6,820	\$6,820	\$6,770
Liability Insurance	\$13,940	\$16,170	\$16,170	\$16,170	\$17,080
Capital Outlay - GL	\$7,752	\$7,500	\$7,500	\$5,210	\$9,100
Total Expense	\$3,444,463	\$3,968,669	\$3,988,669	\$3,778,173	\$4,247,379

Parks and Recreation

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Number of Pool Users*	16,624	34,038	30,000	30,000
2. Number of Program Registrations	4,544	5,797	6,200	6,500
3. Number of Outdoor Reservations	4,637	5,642	5,800	6,000
4. Number of Indoor Reservations	4,444	4,885	6,000	6,250
5. Number of Burials per Year	251	241	250	250
6. Social Media Likes (Facebook)	6,500	7,000	9,000	9,500

* Pool use is measured by pool season (June—August). Only five pools and a splash pad were opened in the summer of 2023.

2025 Goals

1. Keep the public informed and actively engaged by increasing outreach regarding events, facilities, and programs through the Department web site, social media platforms, and seasonal brochures. Create opportunities for the public to regularly share their ideas about potential programs, venues, and personal experiences.
2. Anticipate the needs of the changing community and structure programs and facilities accordingly. Offer programs for all ages and abilities, and promote community well-being through programs and services that instill a sense of belonging and inclusion.
3. Maintain existing parks, cemeteries and indoor recreation facilities. Maintain, develop and modify facilities to increase accessibility for people of all abilities. Incorporate features and amenities that fit the local context, contribute to environmental sustainability, and are safe and easy to maintain for the long term.
4. Develop partnerships with local businesses and organizations through sponsorships of events, tournaments, recreational venues, and other community events.
5. Develop, train and support a professional parks and recreation staff that serves the community. Foster staff development and training by encouraging participation in professional organizations, educational classes, and training seminars.

2024 Goals Status

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.
9-Month Status: The Department continues to add and/or expand programming in all age groups. During the summer of 2023, all traditional day camps were full, as were many of the specialty camps. Staffing challenges continued with pool staffing; and five of the six outdoor pools, as well as the new splash pad at White Park, were successfully opened. Pool attendance for the summer of 2023 exceeded 34,000 user visits, the highest in over 20 years. Again this year, Concord Housing + Redevelopment Authority sponsored the Department's Learn to Swim Program.

The Senior Citizen Program continues to meet three days per week. The Department continues to offer senior meals once a month in collaboration with the Community Action Program, as well as regular Senior Health Clinics in partnership with the Visiting Nurse Association. New activities this year included more “out-to-lunch” opportunities and group meet-ups, bowling, table tennis, a senior music group, and a new senior watercolor class.

All youth and family programs continue to be very popular. Youth sport participation continues to see growth, as well as our family drop-in gym offerings. New programs added this year include partnering with MLS GO for our Division 3 (4-6 grade) soccer players, art classes, yoga classes, youth pickleball classes, and free outdoor Futsal on the mini pitch at Keach Park. This winter, a free CommUNITY Activities Program was offered in partnership with the Friends of Keach Park.

Parks and Recreation

Since opening the Citywide Community Center in 2018, many new adult programs have been added. The Department continues to offer numerous adult exercise classes, language classes, and drop-in opportunities for pickleball and basketball players. In addition to regular programs, the Department has expanded pickleball lessons and clubs, added more Zumba classes, offers free outdoor Futsal on the mini pitch at Keach Park, and expanded its art exhibit space at the Citywide Community Center.

2. Develop partnerships with community groups to help expand special events.

9-Month Status: Once again, the Department's regular summer concert series was funded, in part, by the Walker Lecture Fund. In total, 21 concerts were held around the city. The Department continued its partnership with Concord Housing + Redevelopment to offer free swim lessons for resident youth; with Red River Theatre to host three free Movie in the Park events; and with Concord Crew to host a Learn to Row program.

The Cemetery Division gave historical presentations in partnership with Good Life, OLLI, Pierce Brigade, and the Kimball Jenkins Historical Society.

The Department coordinated the use of its varsity soccer fields and outdoor soccer fields at Keach Park 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, and Canada participated, using all of the NHTI fields and numerous areas in Greater Concord. The Department also hosted several baseball and softball tournaments that brought in 80+ teams from around New England; and continued to work with the NH Humanities Council to offer educational programming for seniors.

In addition, the Department hosted a month-long art exhibit with students from the Concord School District; and staff were involved with the planning and implementation of the Wings and Wheels event held at the Concord Municipal Airport.

3. Work with the community to expand the use of the Citywide Community Center.

9-Month Status: Use of the Citywide Community Center, which will celebrate its sixth year in operation in June, continues to increase. As of March 31, 2024, there has been an increase in groups/people reserving space at the Community Center compared to the year prior. In the first nine months of FY 2024, 128 different groups/people have used the Community Center, as compared to 73 different groups/people using the Community Center during the same time frame in FY 2023. These usages do not include those for City of Concord purposes. Recently, the Department added an electronic people counter on the front doors of the Community Center. From January 1, 2024 through March 31, 2024, just over 21,000 people entered the Citywide Community Center.

4. Create seasonal brochures, marketing materials and manage the Department's web site and social media sites.

9-Month Status: The Department continues to create informative and eye-catching materials to share across a variety of outlets. In addition to its quarterly brochures, program information is shared via the City Manager's weekly newsletter, as well as to our 8,500+ Facebook and 1,500+ Instagram followers.

Department staff created its third "Year in Review" report, which highlighted Department operations during calendar year 2023. This yearly report was 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 were delivered to the local schools and posted on the Department website. Staff continued to update and maintain the Department's web site and social media sites, and worked regularly with the City's Public Information Officer, who assists the Department with outreach and marketing efforts.

5. Manage capital infrastructure projects as approved by City Council in the FY 2023 budget.

9-Month Status: Department staff remain actively involved in all parks and recreation related capital improvement projects. Staff are responsible for creating and updating 10-year capital improvement projects for all parks and cemeteries, the Citywide Community Center, the Merrimack Lodge at White Park, and for all mower/equipment replacement.

Parks and Recreation

FY 2024 funded projects include the Monkey Around Playground (CIP 51); Keach Park Athletic Field Lights (CIP 52); Kiwanis Riverfront Park final design and permitting (CIP 60); Golf Course Winter Recreation Improvements (CIP 515); Memorial Field Complex Master Plan (CIP 557), in coordination with the Concord School District; Cemetery Improvements (CIP 587); and purchase of Turf Equipment (CIP 568).

In addition, Department staff are working with the Director of Special Projects & Strategic Initiatives on the Merrimack River Greenway Trail—Phase 2 (CIP 543), Penacook Riverfront Park (CIP 567), the new Penacook Library/Activity Room (CIP 650); and, in conjunction with the General Services Department, potential renovation of the Garrison Park pool.

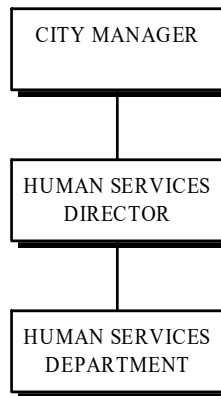
In the past year, Department staff, working in coordination with the Director of Special Projects and Strategic Initiatives, has been successful with grant applications and donations for park projects. In calendar year 2023, the City received over \$1.5 million in grants and donations for parks and recreation related initiatives. These dollars help reduce the taxpayers' costs for these much-needed quality of life improvements.

Human Services

Mission

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

HUMAN SERVICES DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

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

Human Services

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Reimbursements	\$14,317	\$10,000	\$10,000	\$12,000	\$10,000
Total Revenue	\$14,317	\$10,000	\$10,000	\$12,000	\$10,000
Expense					
Full Time	\$278,708	\$309,961	\$309,961	\$310,540	\$340,914
Part Time	\$35,058	\$37,674	\$37,674	\$44,130	\$41,229
Overtime	\$0	\$730	\$730	\$75	\$0
Allowance	\$600	\$600	\$600	\$600	\$600
Retirement	\$38,940	\$42,037	\$42,037	\$42,030	\$46,126
FICA	\$22,848	\$25,910	\$25,910	\$26,430	\$28,188
Beneflex	\$83,878	\$98,678	\$98,678	\$104,120	\$145,246
Worker's Compensation	\$360	\$470	\$470	\$470	\$380
Unemployment Insurance	\$136	\$140	\$140	\$140	\$178
Professional Development	\$525	\$820	\$820	\$350	\$820
Business Expense	\$0	\$200	\$200	\$0	\$200
Professional Services	\$1,914	\$1,400	\$1,400	\$1,200	\$1,400
Software/Hardware Maintenance	\$0	\$1,780	\$1,780	\$0	\$14,140
Advertising	\$838	\$0	\$0	\$0	\$0
Rent	\$54,039	\$64,430	\$64,430	\$64,430	\$66,181
Communications	\$904	\$960	\$960	\$1,370	\$3,877
Postage	\$93	\$150	\$150	\$60	\$150
Office Supplies	\$705	\$1,200	\$1,200	\$1,000	\$1,200
Liability Insurance	\$2,400	\$2,660	\$2,660	\$2,660	\$2,700
Special Programs	\$206,213	\$228,700	\$228,700	\$351,000	\$358,700
Total Expense	\$728,157	\$818,501	\$818,501	\$950,605	\$1,052,228

Human Services

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Appointments/Emergencies	478	708	1,150	1,200
2. Homeless & Homeless at Risk Served	250	302	320	350
3. Applications for Assistance Issued	199	314	350	400
4. Walk-ins	519	735	900	1,000
5. Initial Case Interviews	198	268	320	350
6. Percent of Total Aid Budget in Rental Assistance	89%	91%	95%	95%

2025 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 levels 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, services available for the new arrivals, and 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.

2024 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: The staff took part in various training opportunities, including Homeless Sheltering Services in NH; Housing Stabilization & Homeless Outreach; Active Shooter Training; and Substance Abuse: Overview of Effects and Risks of Common Drugs. On Health & Human Services Day, the Human Services Director provided an overview of local welfare to Waypoint, Concord Connection Coalition, Ascentria Care Alliance, and Leadership Greater Concord. Additionally, the Director participated in several committees: Impact of Criminal Records on Housing, Concord School District Interagency Team, Homeless Steering Committee, Concord Area Provider, Provider Homeless Network, Capital Area Leadership Team (Continuum of Care Substance Abuse Disorder), Electric Assistance Program, and Balance of State Continuum of Care.
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 residency status), which became law in September. This bill, in part, allows a city or town to seek reimbursement from a person's town or city of origin. Local Welfare is mandated under NH RSA 165:1 to: "Whenever a person in any town is poor and unable to support himself, he shall be relieved and maintained by the overseers of public welfare of such town, whether or not he has residence there". NHLWAA wrote a letter of opposition to HB 1115: relative to the termination of tenancy at the expiration of tenancy or lease term. One of the concerns is it would create a significant fiscal impact on municipalities by increasing the amount of households needing assistance due to homelessness, as tenants would be evicted without good cause. According to the latest NH Housing: Rental Cost Trends for Concord report, the vacancy rate for all units is 0.6%.

The Family Assistance Advisory Council stayed up to date on State program changes and legislative bills affecting vulnerable populations. DHHS court-appointed guardians are now eligible for cash assistance, regardless of familial relation. Previously, only close blood relatives were eligible. Medicaid for Pregnant Women is now covering 12 months of continuous postpartum coverage instead of two months. Legislative bills: HB 120: relative to the closure of the Sununu Youth Center and operation of a replacement center. SB1: relative to postponing the closure of the Sununu Center. The postponement would be until the new trauma-informed home-like facility center opens.

Human Services

3. Participate in the Refugee Advisory Council in order to be updated on the latest information on new arrivals to the City of Concord, and services available for the new arrivals, as well as important cultural services.
9-Month Status: Ascentria Care Alliance's fiscal year started in October. They projected to receive 100 refugees and Special Immigrant Visas (SIV). SIV is a immigration program that grants permanent residence to people who aide the U.S. government abroad. In the first quarter, Ascentria resettled 14 households: two Haitians, two SIV and 10 Ukrainians. In the second quarter, they anticipated four arrivals. The challenges continue to be finding affordable housing, transportation to work, employers hesitant to hire English Language Learners, and lack of funds for Adult Education to hire more teachers.
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 acquired new software to replace the outdated system, which had been negatively impacting productivity due to its slow and unreliable performance. Forms and applications have been reviewed and revised to better serve our clients.
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 Cold Weather Shelter was open from December 10, 2023 to March 31, 2024. It accommodated an average of 29 people per night and reached full capacity on extremely cold nights.

The Homeless Steering Committee reviewed the Plan to End Homelessness and focused on the following five goals:

- Increase access to healthy, safe environments for all homeless and precariously housed members of the Concord community;
- Increase the number of quality, permanent, affordable rental units for very low income individuals and families;
- Increase knowledge about homelessness in Concord, costs to the community, services available, and future needs;
- Increase public and private funding available for plan strategies; and
- Ensure broad representation and engagement of stakeholders in the implementation of the Plan to End Homelessness.

The Housing First Model is a rental subsidy program, and it's success heavily relies on the availability of affordable units.

Special Revenue Funds

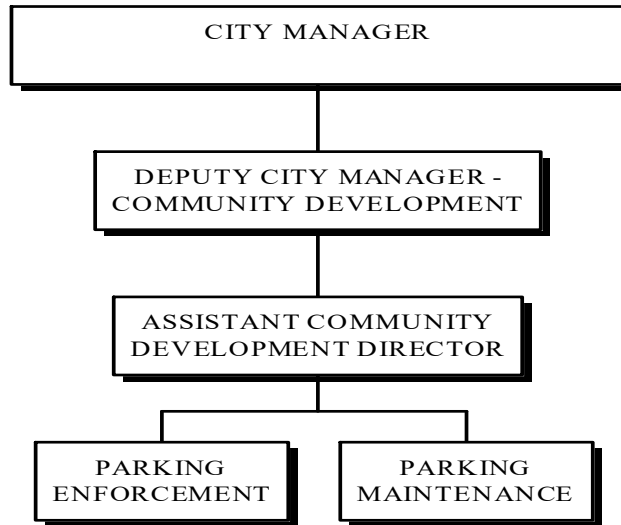
	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Parking	\$3,509,949	\$3,052,850	\$3,052,850	\$3,349,255	\$3,075,607
Airport	\$501,987	\$477,180	\$482,972	\$483,750	\$493,583
Conservation Property	\$90,928	\$130,449	\$130,449	\$99,484	\$152,565
Revolving Loan	\$65,250	\$639,680	\$639,680	\$363,700	\$319,837
Golf	\$1,802,839	\$1,635,176	\$1,635,176	\$1,903,118	\$1,905,712
Arena	\$796,434	\$767,455	\$767,455	\$810,629	\$813,240
Solid Waste	\$4,837,471	\$5,189,666	\$5,189,666	\$5,029,953	\$4,123,245
Sub Total	\$11,604,858	\$11,892,456	\$11,898,248	\$12,039,889	\$10,883,789
Expense					
Parking	\$2,808,452	\$3,292,980	\$3,292,980	\$3,132,376	\$3,426,360
Airport	\$412,956	\$473,594	\$479,386	\$526,013	\$567,603
Conservation Property	\$53,307	\$130,449	\$130,449	\$117,483	\$152,565
Revolving Loan	\$622,423	\$639,680	\$639,680	\$363,700	\$319,837
Golf	\$1,632,335	\$1,634,176	\$1,634,176	\$1,739,860	\$1,782,057
Arena	\$809,436	\$822,299	\$822,299	\$847,210	\$897,880
Solid Waste	\$4,557,520	\$4,990,501	\$4,990,501	\$4,791,786	\$4,958,014
Sub Total	\$10,896,428	\$11,983,679	\$11,989,471	\$11,518,428	\$12,104,315

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 are 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. The Community Development Department coordinates these efforts, staffs the Parking Committee, prepares parking ordinances, administers certain maintenance contracts, and manages all parking related capital improvement projects.

Parking Fund

<u>Fund Summary</u>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$3,052,850	\$3,349,255	\$3,075,607
Expense	\$3,292,980	\$3,132,376	\$3,426,360
Net Income (Loss)		\$216,879	(\$350,753)
Beginning Working Capital		\$1,669,447	\$1,886,326
Ending Working Capital		\$1,886,326	\$1,535,573

Reserve

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

Parking Fund

<u>Budget Detail</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Parking Penalties	\$400,928	\$426,950	\$426,950	\$434,000	\$430,000
Metered Parking	\$1,321,944	\$1,270,130	\$1,270,130	\$1,470,000	\$1,300,000
Metered Parking Cards	\$81,933	\$85,000	\$85,000	\$70,000	\$70,000
Rental Income	\$810,003	\$860,142	\$860,142	\$860,142	\$860,872
Investment Income	\$15,849	\$8,000	\$8,000	\$30,000	\$10,000
Sale of Assets	\$0	\$0	\$0	\$6,500	\$0
Finance Charges	\$20,474	\$2,525	\$2,525	\$70,000	\$2,525
Insurance Dist and Credits	\$2,565	\$0	\$0	\$0	\$0
Other Revenue	\$22,688	\$10,500	\$10,500	\$19,010	\$17,310
Transfer In - Trust	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500
Transfer In - General	\$54,295	\$56,643	\$56,643	\$56,643	\$56,643
Transfer In - Grts & Donations	\$438,358	\$0	\$0	\$0	\$0
Transfer In - Solid Waste	\$13,650	\$13,650	\$13,650	\$13,650	\$13,650
Transfer In - Sears Block TIF	\$316,761	\$308,810	\$308,810	\$308,810	\$304,107
Total Revenue	\$3,509,949	\$3,052,850	\$3,052,850	\$3,349,255	\$3,075,607

In fiscal year 2025, 84% of the Parking Fund's revenue came from three sources: Metered Parking (42%), Rental Income (28%), and Parking Penalties (14%). Revenue from Metered Parking and Parking Penalties 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

	2023	2024	2024	2024	2025
Expense	Actual	Adopted	Revised	Projected	Budget
Full Time	\$430,140	\$550,664	\$550,664	\$466,850	\$577,882
Temporary	\$0	\$10,310	\$10,310	\$10,310	\$10,720
Overtime	\$12,292	\$8,670	\$8,670	\$8,926	\$8,990
Retirement	\$63,644	\$75,679	\$75,679	\$64,370	\$79,404
FICA	\$33,344	\$43,040	\$43,040	\$36,398	\$45,027
Beneflex	\$123,064	\$185,096	\$185,096	\$144,170	\$207,310
Worker's Compensation	\$5,178	\$5,930	\$5,930	\$5,930	\$4,850
Unemployment Insurance	\$307	\$366	\$366	\$366	\$394
Professional Development	\$695	\$4,200	\$4,200	\$2,000	\$4,200
Repairs and Maintenance	\$143,693	\$263,710	\$263,710	\$263,710	\$263,710
Professional Services	\$248,521	\$308,335	\$308,335	\$308,335	\$286,500
Software/Hardware Maintenance	\$4,188	\$4,200	\$4,200	\$4,200	\$4,200
Communications	\$4,802	\$5,460	\$5,460	\$4,620	\$4,755
Postage	\$3,595	\$6,000	\$6,000	\$4,500	\$6,000
Office Supplies	\$9,158	\$14,940	\$14,940	\$10,000	\$16,440
Departmental Supplies	\$17,385	\$19,250	\$19,250	\$19,250	\$19,250
Building Supplies	\$3,225	\$15,800	\$15,800	\$15,800	\$19,260
Uniforms	\$5,506	\$11,470	\$11,470	\$6,000	\$11,550
Vehicle Fuel	\$3,066	\$3,058	\$3,058	\$3,058	\$3,003
Electricity	\$54,467	\$73,270	\$73,270	\$70,050	\$81,540
Water and Wastewater	\$242	\$260	\$260	\$260	\$270
Property and Auto Insurance	\$19,140	\$19,760	\$19,760	\$19,760	\$20,490
Liability Insurance	\$3,440	\$3,270	\$3,270	\$3,270	\$3,800
Taxes - Real Estate	\$169,004	\$172,785	\$172,785	\$172,785	\$183,750
Principal	\$1,015,900	\$1,068,030	\$1,068,030	\$1,068,030	\$1,084,410
Interest	\$256,537	\$239,000	\$239,000	\$239,000	\$197,300
Transfer Out - Trust	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500
Transfer Out - General	\$167,558	\$169,928	\$169,928	\$169,928	\$170,855
Transfer Out - Gen Cap Proj	-\$138	\$0	\$0	\$0	\$100,000
Total Expense	\$2,808,452	\$3,292,980	\$3,292,980	\$3,132,376	\$3,426,360

Parking Fund

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Overtime Parking Meter Citations	15,180	15,701	19,340	21,000
2. Time Zone Citations	904	1175	832	1,000
3. Meter Feeding Citations	55	42	10	40
4. Winter Parking Ban Citations	230	212	*20	50
5. Booted Vehicles	5	7	8	10
6. Credit Card Transactions at Kiosks	320,541	252,616	346,078	350,000
7. Customer Payment Plans Created	22	17	14	15
8. Violations Appealed to Court	72	24	32	35
9. Parking Garage Leases & Permits Issued	720	718	705	720
10. Single Space Smart Meter Transactions	104,904	114,611	145,690	155,000
11. Online Citation Payments Transactions	5,393	8,683	10,125	12,000
12. Pay-By-Phone Transactions	167,030	175,514	229,560	253,000

* Changed to issue only on vehicles that are not towed during winter parking ban.

2025 Goals

1. Working with the Police Department and Human Resources Department, continue to work toward staffing 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. Work with the State of NH 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, following completion of the State’s new Legislative Garage at 33 Capitol Street.
5. Upon opening of the new Legislative Parking Garage facility at 33 Capitol Street, review Article 18-1-17 of the City’s Code of Ordinances, which permits the State to encumber on-street municipal parking for disabled members of the Legislature.
6. Complete the State Street Garage Options Study, and implement any appropriate recommendations resulting from the 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.
7. Continue to monitor winter storm emergency towing procedures with the General Services Department and the Police Department to improve efficiency of violation procedures and ensure proper plowing operations during overnight parking bans.
8. Work with the Parking Committee to continue evaluating the feasibility of bringing additional pay by mobile device providers into the Concord market.
9. Working in concert with other communities, explore potential legislative changes at the State level to permit use of License Plate Recognition for parking enforcement.
10. 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.
11. Implement capital improvement projects as approved in the FY 2025 budget.
12. Commence planning for potential rate increases in FY 2026.
13. Support the Parking Committee with review of citizen requests and other ongoing initiatives.

Parking Fund

2024 Goals Status

1. Staff all funded vacant Parking Officer and Equipment Technician (POET) positions.
9-Month Status: Recruitment for the vacant positions remains ongoing and challenging given current labor market conditions. Several candidates have been interviewed and offered positions. Two positions are currently vacant.
2. Implement cross training programs for administrative functions and back office operations.
9-Month Status: This goal will be continued into FY 2025, as the staffing of a vacant Community Development Department position, which will support some Parking activities, remains vacant (and in the process of reconfiguration).
3. Continue negotiations to convert all reserved parking spaces at the School Street and Storrs Street Parking Garages from leases to permits.
9-Month Status: With the hiring of the Assistant Director of Community Development, lease to permit negotiations have continued with two lease holders: one at the School Street Parking Garage, and one at the Storrs Street Parking Garage. Staff is hopeful to accomplish a number of lease to permit transitions prior to the start of FY 2025, and begin negotiations with other lease holders in the two garages.
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.
9-Month Status: The Legislative Parking Garage project is currently underway, and demolition of the former Department of Justice building is progressing. The Planning Board held an RSA 674:54 public hearing on the project in February 2024, and provided the State with non-binding feedback relative to the normally applicable development requirements of the City. Staff remains engaged with the State as the project continues through construction, and will continue to work collaboratively as the new garage is constructed, including planning for the eventual demolition of the State's garage over Storrs Street. Goals related to the review of the City's Code of Ordinances will continue in FY 2025.
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.
9-Month Status: Staff is in the initial stages of preparing an RFP/RFQ for consultant services to assist the City in completing the analysis in the coming months.
6. Prepare Ordinance amendments as required to implement a winter parking ban impound lot at the Old Turnpike Road landfill.
9-Month Status: Ordinance amendments are no longer necessary, as the City and contracted towing companies have developed an alternative method of dealing with towed/impounded vehicles during winter parking bans. The funding for the impound lot has not been spent and will be returned to fund balance.
7. Evaluate the feasibility of bringing additional pay by mobile device providers into the Concord market.
9-Month Status: The Parking Committee has discussed adding this item to its 2024-2025 work plan in the hopes of having a proposal ready for the FY 2026 budget process.
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-Month Status: Staff will pursue this goal in upcoming legislative sessions, and maintain this goal for FY 2025.

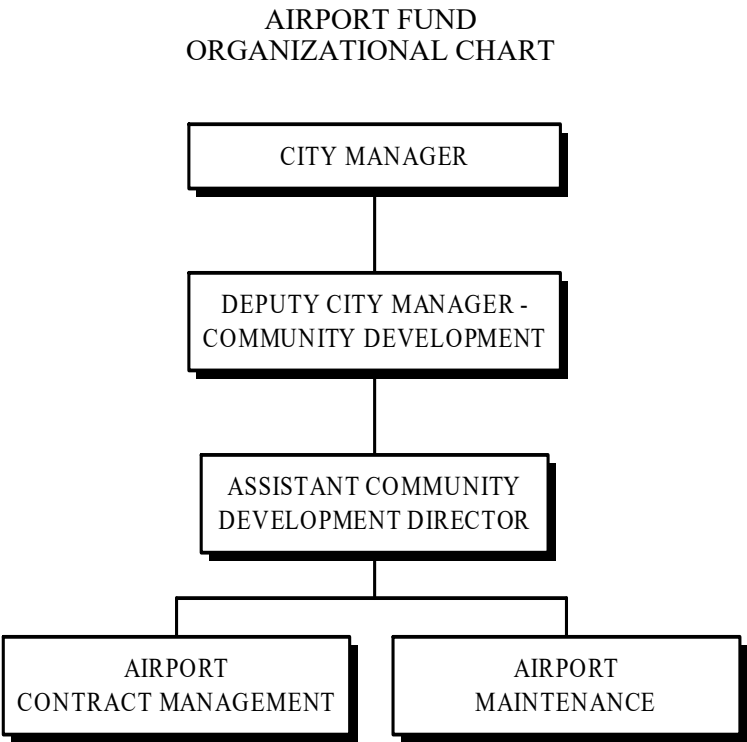
Parking Fund

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.
9-Month Status: Staff continues to monitor potential grant opportunities.
10. Implement capital improvement projects as approved in the FY 2024 budget.
9-Month Status: FY 2024 capital projects included the analysis of the State Street Parking Garage and overall parking system capacity analysis, and the design for the City Hall/City Auditorium (Prince Street) surface lot. Both projects are scheduled to be initiated in the final few months of FY 2024.
11. Commence planning for potential rate increases in FY 2025.
9-Month Status: Staff and the Parking Committee have decided to await the results of the upcoming study of the State Street Public Parking Garage (FY 2024, Goal #5), and the impacts of various alternatives (reconstruction, renovation, demolition and replacement with surface parking, etc.) on the overall parking system before proceeding with any rate adjustments.
12. Support the Parking Committee with review of citizen requests and other ongoing initiatives.
9-Month Status: The Parking Committee, with assistance from staff, has reviewed a variety of citizen requests related to parking rules and regulations, and is poised to continue to work collaboratively with citizens and staff to address parking related issues as they arise.

Airport Fund

Mission

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



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

<u>Fund Summary</u>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$482,972	\$483,750	\$493,583
Expense	\$479,386	\$526,013	\$567,603
Net Income (Loss)		(\$42,263)	(\$74,021)
Beginning Working Capital		\$418,111	\$375,848
Ending Working Capital		\$375,848	\$301,827

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

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Mark-up	\$24,938	\$25,000	\$25,000	\$25,000	\$25,000
Rental Income	\$418,835	\$440,780	\$440,780	\$440,780	\$451,658
Investment Income	\$6,969	\$5,000	\$5,000	\$9,750	\$10,000
Finance Charges	\$39	\$0	\$0	\$0	\$0
Use of Fund Balance	\$0	\$0	\$5,792	\$0	\$0
Insurance Dist and Credits	\$485	\$0	\$0	\$0	\$0
Other Revenue	\$1,772	\$0	\$0	\$2,270	\$1,020
Airport Operators Grant	\$5,950	\$6,400	\$6,400	\$5,950	\$5,904
Transfer In - Grts & Donations	\$43,000	\$0	\$0	\$0	\$0
Total Revenue	\$501,987	\$477,180	\$482,972	\$483,750	\$493,583
Expense					
Full Time	\$51,104	\$84,930	\$84,930	\$82,530	\$94,401
Temporary	\$86	\$400	\$400	\$400	\$420
Overtime	\$4,139	\$7,140	\$7,140	\$7,140	\$7,500
Retirement	\$7,845	\$12,458	\$12,458	\$12,129	\$13,787
FICA	\$4,256	\$6,964	\$6,964	\$6,887	\$7,716
Beneflex	\$16,517	\$24,006	\$24,006	\$23,430	\$23,998
Worker's Compensation	\$1,953	\$1,660	\$1,660	\$1,660	\$1,310
Unemployment Insurance	\$31	\$36	\$36	\$36	\$39
Business Expense	\$141	\$0	\$0	\$0	\$50
Repairs and Maintenance	\$1,650	\$9,800	\$9,800	\$51,000	\$9,800
Professional Services	\$57,453	\$65,800	\$65,800	\$65,800	\$76,962
Communications	\$2,071	\$3,340	\$3,340	\$4,040	\$4,234
Office Supplies	\$0	\$40	\$40	\$40	\$40
Building Supplies	\$28,669	\$40,680	\$40,680	\$40,680	\$45,880
Vehicle Fuel	\$11,505	\$9,209	\$9,209	\$9,209	\$33,224
Electricity	\$14,732	\$18,210	\$18,210	\$19,120	\$22,500
Natural Gas and Propane	\$7,880	\$8,430	\$8,430	\$8,300	\$9,620
Water and Wastewater	\$2,074	\$2,060	\$2,060	\$1,940	\$2,030
Property and Auto Insurance	\$3,100	\$3,180	\$3,180	\$3,180	\$3,470
Liability Insurance	\$770	\$800	\$800	\$4,041	\$4,330
Taxes - Real Estate	\$42,121	\$43,490	\$43,490	\$43,490	\$44,950
Principal	\$50,000	\$45,000	\$45,000	\$45,000	\$53,900
Interest	\$12,613	\$10,320	\$10,320	\$10,320	\$16,020
Transfer Out - General	\$77,326	\$75,641	\$75,641	\$75,641	\$81,423
Transfer Out - Gen Cap Proj	\$14,921	\$0	\$5,792	\$10,000	\$10,000
Total Expense	\$412,956	\$473,594	\$479,386	\$526,013	\$567,603

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

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Number of Based Planes	86	89	95	100

2025 Goals

1. Complete design and permitting of the new Airport Terminal; proceed with construction subject to final receipt of Federal Aviation grant funds and appropriation of matching City funds by City Council.
2. Monitor/support any modifications/additions to the development of United Therapeutics Corporation's new corporate hangar at Development Zone D3.
3. Work with the Airport Advisory Committee to develop a marketing strategy for encouraging aviation-related development at and near the Airport.
4. Research and pursue grant opportunities to provide EV charging stations at the Airport.

2024 Goals Status

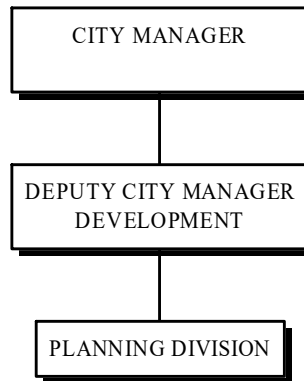
1. Support development of United Therapeutics Corporation's new corporate hangar at Development Zone D3.
9-Month Status: Construction is nearly complete for this unique asset to the Concord Airport. A ribbon cutting ceremony was held in early March 2024, and the City anticipates an occupancy permit will be issued in late March/early April 2024. The 36,000 SF facility, which is constructed of glulam timber, is the first "net zero" airplane hangar in the world.
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.
9-Month Status: An extension agreement has been offered to Concord Aviation Services to continue as the Fixed Based Operator and Airport Manager. Staff anticipates the final extension contracts will be executed in the coming months.
3. Continue to pursue additional opportunities to develop real estate at the Airport.
9-Month Status: Staff continues to work collaboratively with members of the Airport Advisory Committee to develop real estate at the Airport, and will be examining other means of marketing to aviation related development over the coming year.
4. Continue to pursue grant opportunities to develop a new terminal building at the Airport.
9-Month Status: In March 2024, the Federal Aviation Administration announced that the City will receive over \$2.5 million in grant funding for the construction of the new terminal building. This is in addition to grant funds which were recently awarded for design of the facility and associated parking lot. Staff will be working to proceed into design and construction of the new terminal building over the next several months.

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

<u>Fund Summary</u>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$130,449	\$99,484	\$152,565
Expense	\$130,449	\$117,483	\$152,565
Net Income (Loss)		(\$17,999)	\$0
Beginning Working Capital		\$118,976	\$100,977
Ending Working Capital		\$100,977	\$100,977

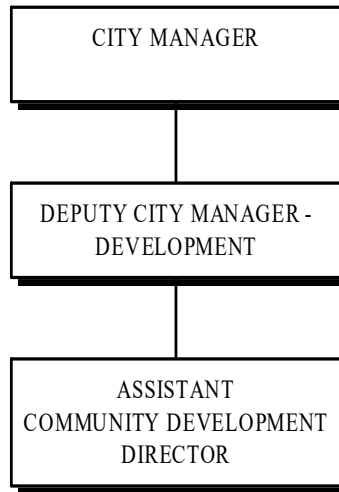
<u>Budget Detail</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Rental Income	\$90,921	\$64,965	\$64,965	\$89,000	\$89,565
Use of Fund Balance	\$0	\$55,000	\$55,000	\$0	\$63,000
Other Revenue	\$7	\$0	\$0	\$0	\$0
Transfer In - Trust	\$0	\$10,484	\$10,484	\$10,484	\$0
Total Revenue	\$90,928	\$130,449	\$130,449	\$99,484	\$152,565
Expense					
Full Time	\$6,228	\$6,672	\$6,672	\$4,060	\$6,286
Retirement	\$875	\$902	\$902	\$550	\$850
FICA	\$457	\$511	\$511	\$310	\$466
Beneflex	\$854	\$902	\$902	\$1,100	\$1,722
Worker's Compensation	\$8	\$10	\$10	\$10	\$10
Unemployment Insurance	\$2	\$2	\$2	\$3	\$3
Business Expense	\$14	\$0	\$0	\$0	\$0
Professional Services	\$18,091	\$37,500	\$37,500	\$27,500	\$38,440
Grounds and Horticultural	\$778	\$20,300	\$20,300	\$20,300	\$20,300
Transfer Out - Trust	\$0	\$0	\$0	\$0	\$12,548
Transfer Out - General	\$26,000	\$63,650	\$63,650	\$63,650	\$71,940
Total Expense	\$53,307	\$130,449	\$130,449	\$117,483	\$152,565

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. The Community Development Advisory Committee (CDAC) 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

<u>Fund Summary</u>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$639,680	\$363,700	\$319,837
Expense	\$639,680	\$363,700	\$319,837
Net Income (Loss)		\$0	\$0
Beginning Working Capital		\$589,737	\$589,737
Ending Working Capital		\$589,737	\$589,737

<u>Budget Detail</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Loan Repayments	\$53,132	\$65,250	\$65,250	\$65,800	\$90,984
Investment Income	\$12,118	\$0	\$0	\$18,000	\$7,500
Use of Fund Balance	\$0	\$574,430	\$574,430	\$279,900	\$221,353
Total Revenue	\$65,250	\$639,680	\$639,680	\$363,700	\$319,837
Expense					
Professional Services	\$22,423	\$5,000	\$5,000	\$15,000	\$10,000
Special Programs	\$600,000	\$634,680	\$634,680	\$348,700	\$309,837
Total Expense	\$622,423	\$639,680	\$639,680	\$363,700	\$319,837

Revolving Loan Fund

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Total Loans in Portfolio	12	13	15	16
2. Total Outstanding Principal Owed	\$510,176	\$1,056,175	\$1,380,000	\$1,500,000
3. Applications Received & Processed	-	1	2	1
4. Delinquent Loans	1	1	1	1

2025 Goals

1. 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.

2024 Goals Status

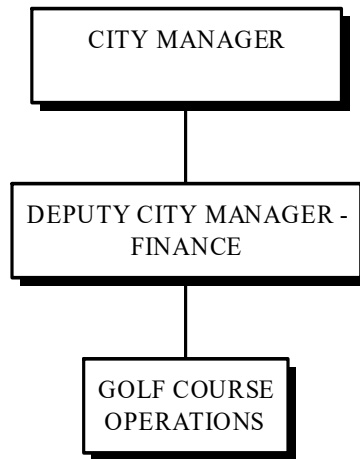
1. Subject to resolution of title issues, close on a \$335,000 loan to Top O' The Hill Manufactured Housing Cooperative for utility improvements which was originally approved in 2019.
9-Month Status: A loan with Top O' The Hill Cooperative was originally approved by CDAC in January 2019. The purpose of the loan was to support sewer improvements at the newly formed manufactured housing cooperative, and was used to match Community Development Block Grant funds for sewer improvements at the Park. Unfortunately, due to title issues, the loan never closed and interim funding was provided by another lender. On November 16, 2002, CDAC extended its loan commitment to January 31, 2024, pending resolution of title issues. Title issues were finally resolved in April 2023. On January 25, 2004, CDAC reaffirmed its loan commitment and extended the closing deadline to June 30, 2024. Preparation of closing documents are underway and it is anticipated the loan will close by the end of FY 2024.
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.
9-Month Status: In addition to resolving the Top O' The Hill loan, CDAC approved an emergency \$13,700 zero interest, zero payment loan, becoming due to the City upon sale or refinancing of the property. With the completion of Penacook Landing Phase 2, the \$600,000 loan for the Caleb Group to assist with the development of affordable housing as part of that project will transition from interest only to full principal and interest payments in the third quarter of FY 2024. The Department has fielded inquiries for additional loans, but has not received any new applications to date.

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 simulator operations.

Golf Fund

<u>Fund Summary</u>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$1,635,176	\$1,903,118	\$1,905,712
Expense	\$1,634,176	\$1,739,860	\$1,782,057
Net Income (Loss)		\$163,258	\$123,655
Beginning Working Capital		\$736,981	\$900,239
Ending Working Capital		\$900,239	\$1,023,894

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

<u>Budget Detail</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Camps	\$30,458	\$27,100	\$27,100	\$33,500	\$37,150
Seasonal Passes	\$343,035	\$312,705	\$312,705	\$396,000	\$468,155
Daily Fees	\$575,669	\$555,426	\$555,426	\$581,783	\$604,498
Cart Rental	\$279,985	\$249,900	\$249,900	\$288,000	\$256,970
Handicapping	\$15,970	\$13,650	\$13,650	\$16,000	\$15,000
Driving Range	\$105,988	\$83,965	\$83,965	\$120,000	\$93,649
League and Tournament Fees	\$53,534	\$51,180	\$51,180	\$68,005	\$68,005
Golf Simulator Revenue	\$90,135	\$90,000	\$90,000	\$82,000	\$88,125
Pro Shop Sales	\$230,284	\$169,000	\$169,000	\$225,000	\$175,500
Concession Sales	\$40,550	\$50,000	\$50,000	\$50,000	\$52,000
Rental Income	\$14,183	\$22,750	\$22,750	\$19,500	\$24,000
Investment Income	\$15,529	\$7,500	\$7,500	\$20,000	\$20,000
Sale of Assets	\$1,592	\$0	\$0	\$0	\$0
Insurance Dist and Credits	\$1,183	\$0	\$0	\$0	\$0
Other Revenue	\$4,743	\$2,000	\$2,000	\$3,330	\$2,660
Total Revenue	\$1,802,839	\$1,635,176	\$1,635,176	\$1,903,118	\$1,905,712

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

	2023	2024	2024	2024	2025
Expense	Actual	Adopted	Revised	Projected	Budget
Full Time	\$373,725	\$403,730	\$403,730	\$403,730	\$429,435
Part Time	\$22,814	\$20,143	\$20,143	\$20,393	\$21,143
Temporary	\$166,412	\$187,000	\$187,000	\$202,424	\$208,590
Overtime	\$18,661	\$25,480	\$25,480	\$21,652	\$26,440
Allowance	\$600	\$1,800	\$1,800	\$600	\$600
Retirement	\$52,622	\$54,757	\$54,757	\$54,757	\$61,680
FICA	\$43,684	\$46,453	\$46,453	\$46,453	\$51,649
Beneflex	\$108,761	\$130,175	\$130,175	\$130,175	\$147,620
Worker's Compensation	\$6,248	\$7,680	\$7,680	\$7,680	\$6,405
Unemployment Insurance	\$544	\$222	\$222	\$222	\$614
Professional Development	\$7,285	\$5,240	\$5,240	\$5,000	\$5,240
Business Expense	\$51	\$0	\$0	\$0	\$0
Repairs and Maintenance	\$31,477	\$23,614	\$23,614	\$35,200	\$28,170
Professional Services	\$39,909	\$49,320	\$49,320	\$49,320	\$63,400
Software/Hardware Maintenance	\$11,500	\$12,640	\$12,640	\$12,600	\$12,640
Advertising	\$6,589	\$6,750	\$6,750	\$6,750	\$2,000
Rent	\$54,866	\$49,421	\$49,421	\$50,566	\$49,421
Communications	\$3,220	\$3,220	\$3,220	\$4,690	\$4,636
Office Supplies	\$2,228	\$3,000	\$3,000	\$2,500	\$3,000
Departmental Supplies	\$22,977	\$11,800	\$11,800	\$22,085	\$11,500
Auto Parts	\$21,609	\$23,000	\$23,000	\$25,000	\$25,100
Grounds and Horticultural	\$78,196	\$90,000	\$90,000	\$90,000	\$87,000
Building Supplies	\$2,250	\$4,000	\$4,000	\$2,500	\$4,000
Uniforms	\$3,024	\$3,565	\$3,565	\$3,565	\$5,044
COGS	\$185,536	\$120,000	\$120,000	\$183,500	\$147,000
League and Tournament	\$58,679	\$51,180	\$51,180	\$66,000	\$64,825
Vehicle Fuel	\$20,973	\$17,278	\$17,278	\$13,500	\$19,560
Electricity	\$32,452	\$41,310	\$41,310	\$37,240	\$45,020
Natural Gas and Propane	\$8,763	\$10,010	\$10,010	\$9,800	\$11,400
Water and Wastewater	\$5,490	\$5,750	\$5,750	\$6,320	\$6,100
Property and Auto Insurance	\$1,240	\$1,270	\$1,270	\$1,270	\$1,180
Liability Insurance	\$4,190	\$4,220	\$4,220	\$4,220	\$5,000
Capital Outlay - GL	\$42,300	\$0	\$0	\$0	\$0
Principal	\$64,000	\$78,300	\$78,300	\$78,300	\$73,060
Interest	\$15,023	\$18,150	\$18,150	\$18,150	\$17,110
Transfer Out - General	\$111,438	\$120,698	\$120,698	\$120,698	\$132,634
Transfer Out - Solid Waste	\$3,000	\$3,000	\$3,000	\$3,000	\$3,840
Total Expense	\$1,632,335	\$1,634,176	\$1,634,176	\$1,739,860	\$1,782,057

Golf Fund

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Number of Season Memberships	394	409	425	425
2. Number of rounds played	31,321	32,876	33,200	34,200
3. Number of unique web site visitors	87,434	88,569	89,500	90,000
4. Tent Rentals by Golf Event	15	18	22	25
5. Tent Rentals, Non-Golf	2	3	5	8

2025 Goals

1. Implement a “Strengths, Weakness, Opportunities and Threat” Plan for improvement for BMGC.
2. Increase Rounds and Revenue through advertising and increased social media presence.
3. Create and implement a PGA Associate Mentoring Plan for BMGC employees.
4. Complete phase VI of the irrigation project to include holes 3,4, and 5.
5. Continue tree removal, as per the USGA Agronomist Report, between holes 15/16, 1/18, and 10/18 to improve sunlight, air movement, and to remove hazardous trees.
6. Continue to fill in small bunkers deemed unnecessary or overly penal in the USGA Agronomist Report.

2024 Goals Status

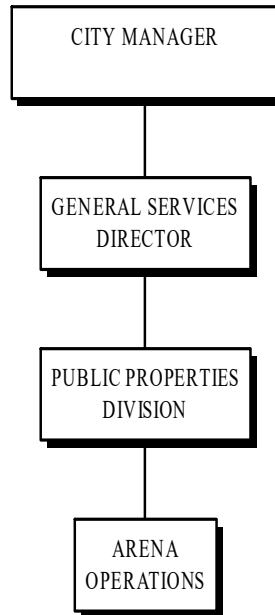
1. Develop new programming to engage lapsed and new customers.
9-Month Status: BMGC continues to expand and develop our Learn to Play Programs to engage local golfers. Get Golf Ready, Junior Camps, and Lessons have all seen growth. Ladies leagues have grown to three days a week with over a hundred players. The Senior League has grown to sixty players.
2. Increase tee sheet utilization efficiency.
9-Month Status: BMGC tee time utilization has continued to become better and more efficient. The addition of two new leagues and full tee sheets on the weekends has helped BMGC see a 3% growth in our tee time utilization.
3. Continue to focus on increased customer service, customer engagement and customer experience.
9-Month Status: BMGC’s goal is to be consistent, effective and strategic on all of our day to day operations. To reach these goals we are present and responsive to all customer needs, experiences, and enjoyment. The staff at BMGC continues to produce a quality customer experience.
4. Continue updates to bunkers per the USGA Agronomist Report.
9-Month Status: BMGC maintenance staff completed edging of all bunkers in the 2023 golfing season. The purpose of cutting new edges on the bunkers was to determine which bunkers could be reclaimed and identify bunkers that need further updates. Maintenance staff will begin filling in bunkers identified as unnecessary in the USGA report over the 2024 golfing season.
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.
9-Month Status: The next phase of the irrigation project is currently being designed by White Engineering. Once design is complete, materials will be ordered and work will be scheduled with NMP to be completed at their earliest availability
6. Continue to cultivate and produce naturalized areas and create pollinator areas throughout the golf course.
9-Month Status: In the spring of last season the area adjacent to the 16th tees was planted with a pollinator wild flower mix. Trees had been removed in this area the previous winter and it was determined by staff to be an ideal area for wild flower cultivation as it is visible from the club house and will add an aesthetic view when looking across the pond from the patio. Areas that were previously planted with wildflowers continue to show further establishment as wild flowers are spreading naturally. The grassy naturalized areas were mowed in the late fall to promote grass spread and diminish woody regeneration. ALL grassy naturalized areas will be mowed more frequently this season at a height of 6-8 inches to further promote grass spread and diminish woody regeneration.

Arena Fund

Mission

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

ARENA FUND ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

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

Arena Fund

<u>Fund Summary</u>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$767,455	\$810,629	\$813,240
Expense	\$822,299	\$847,210	\$897,880
Net Income (Loss)		(\$36,581)	(\$84,640)
Beginning Working Capital		\$291,523	\$254,942
Ending Working Capital		\$254,942	\$170,302

Reserve

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

Arena Fund

<u>Budget Detail</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Pro Shop Sales	\$53,269	\$49,250	\$49,250	\$52,452	\$52,000
Concession Sales	\$100,176	\$82,300	\$82,300	\$100,854	\$102,000
Rental Income	\$585,472	\$598,555	\$598,555	\$614,905	\$618,500
Investment Income	\$5,993	\$3,200	\$3,200	\$4,075	\$4,220
Advertising	\$35,550	\$33,650	\$33,650	\$30,225	\$30,000
Finance Charges	\$573	\$250	\$250	\$662	\$500
Insurance Dist and Credits	\$789	\$0	\$0	\$0	\$0
Other Revenue	\$14,612	\$250	\$250	\$7,456	\$6,020
Total Revenue	\$796,434	\$767,455	\$767,455	\$810,629	\$813,240

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

	2023	2024	2024	2024	2025
Expense	Actual	Adopted	Revised	Projected	Budget
Full Time	\$194,803	\$204,610	\$204,610	\$203,210	\$231,122
Part Time	\$341	\$0	\$0	\$1,196	\$0
Temporary	\$76,114	\$78,892	\$78,892	\$78,892	\$82,050
Overtime	\$6,366	\$5,690	\$5,690	\$12,000	\$5,970
Allowance	\$600	\$600	\$600	\$600	\$600
Retirement	\$29,385	\$28,454	\$28,454	\$28,609	\$32,080
FICA	\$21,049	\$20,525	\$20,525	\$22,302	\$23,813
Beneflex	\$55,192	\$52,804	\$52,804	\$77,540	\$80,846
Worker's Compensation	\$3,608	\$4,460	\$4,460	\$4,460	\$4,423
Unemployment Insurance	\$278	\$107	\$107	\$150	\$273
Professional Development	\$1,203	\$2,350	\$2,350	\$2,350	\$2,350
Business Expense	\$1,322	\$1,422	\$1,422	\$1,422	\$1,455
Repairs and Maintenance	\$24,675	\$27,174	\$27,174	\$36,074	\$35,424
Professional Services	\$48,305	\$18,440	\$18,440	\$21,522	\$27,177
Communications	\$1,609	\$2,014	\$2,014	\$1,830	\$2,014
Office Supplies	\$802	\$550	\$550	\$650	\$550
Departmental Supplies	\$5,259	\$3,850	\$3,850	\$4,126	\$1,400
Auto Parts	\$1,912	\$5,120	\$5,120	\$5,120	\$5,120
Building Supplies	\$14,108	\$16,420	\$16,420	\$16,420	\$16,420
Uniforms	\$1,041	\$1,180	\$1,180	\$1,180	\$1,180
COGS	\$43,483	\$39,689	\$39,689	\$39,689	\$40,483
Electricity	\$45,819	\$72,460	\$72,460	\$53,220	\$66,040
Natural Gas and Propane	\$22,036	\$23,840	\$23,840	\$23,000	\$26,940
Water and Wastewater	\$8,514	\$8,590	\$8,590	\$8,590	\$8,500
Property and Auto Insurance	\$3,590	\$3,700	\$3,700	\$3,700	\$3,650
Liability Insurance	\$2,040	\$2,200	\$2,200	\$2,200	\$2,390
Principal	\$82,900	\$80,000	\$80,000	\$80,000	\$75,030
Interest	\$30,959	\$27,850	\$27,850	\$27,850	\$25,810
Transfer Out - General	\$78,333	\$85,518	\$85,518	\$85,518	\$89,920
Transfer Out - Solid Waste	\$3,790	\$3,790	\$3,790	\$3,790	\$4,850
Total Expense	\$809,436	\$822,299	\$822,299	\$847,210	\$897,880

Arena Fund

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Total Ice Rental Hours	1,630	1,610	1,496	1,530
2. Show Rental Revenue	\$43,170	\$43,700	\$51,714	\$53,800
3. Public Ice Skating Attendance	10,767	11,915	11,935	11,990
4. Recreational Hockey Stick/Puck Attendance	1,295	1,494	1,490	1,500

2025 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.

2024 Goals Status

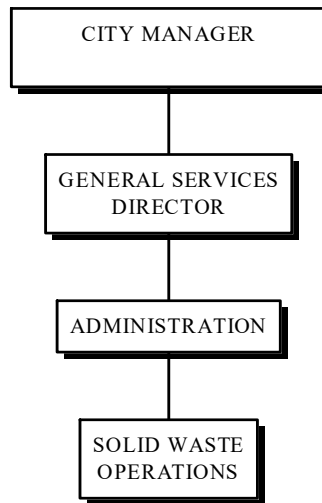
1. Continue to look for additional revenue opportunities.
9-Month Status: This season, staff worked with an adult league organizer to try to establish an additional four-team ice hockey league at the arena. While efforts for the 2023-2024 season were unsuccessful, there was enough interest to try again for the 2024-2025 ice skating season.
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: The engineering firm, VHB, is in the process of finishing the conceptual master plan for Kiwanis Riverfront Park. A spring completion date is anticipated, to be followed by a presentation to City Council.
3. Continue to explore additional energy saving measures for the arena.
9-Month Status: Staff is working with the Purchasing Department and the City's energy consultant, Beacon Integrated Solutions, to review what solar options may be available on the arena roof. The kW capacity, funding options, and impact to any existing metering agreements that the City is currently participating in are being explored.

Solid Waste Fund

Mission

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

SOLID WASTE FUND ORGANIZATIONAL CHART



Core Responsibilities

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

Solid Waste Fund

<u>Fund Summary</u>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$5,189,666	\$5,029,953	\$4,123,245
Expense	\$4,990,501	\$4,791,786	\$4,958,014
Net Income (Loss)		\$238,167	(\$834,769)
Beginning Working Capital		\$3,046,956	\$3,285,123
Ending Working Capital		\$3,285,123	\$2,450,354

Reserve

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

Solid Waste Fund

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Other Permits	\$900	\$700	\$700	\$700	\$0
Commercial Disposal	\$1,244,450	\$1,388,320	\$1,388,320	\$1,223,847	\$0
DTSWRD - Downtown SW Rem Dist	\$311,895	\$294,600	\$294,600	\$294,600	\$310,440
PAYT Bags	\$1,456,947	\$1,500,190	\$1,500,190	\$1,500,190	\$1,500,190
PAYT Containers	\$495,749	\$624,720	\$624,720	\$620,000	\$620,000
Contaminated Loads	\$35	\$500	\$500	\$500	\$500
Cart Collection Program	\$15,971	\$14,400	\$14,400	\$14,400	\$14,400
Motor Vehicle Waste Disposal	\$98,318	\$100,000	\$100,000	\$100,000	\$100,000
Finance Charges	\$3,555	\$1,200	\$1,200	\$9,750	\$1,200
Insurance Dist and Credits	\$423	\$0	\$0	\$0	\$0
Other Revenue	\$61,684	\$300	\$300	\$1,230	\$1,040
Household Waste	\$5,380	\$5,116	\$5,116	\$5,116	\$5,340
School District Payments	\$65,775	\$83,230	\$83,230	\$83,230	\$83,230
Transfer In - General	\$1,061,500	\$1,161,500	\$1,161,500	\$1,161,500	\$1,467,845
Transfer In - Golf	\$3,000	\$3,000	\$3,000	\$3,000	\$3,840
Transfer In - Arena	\$3,790	\$3,790	\$3,790	\$3,790	\$4,850
Transfer In - Water	\$4,350	\$4,350	\$4,350	\$4,350	\$5,570
Transfer In - Wastewater	\$3,750	\$3,750	\$3,750	\$3,750	\$4,800
Total Revenue	\$4,837,471	\$5,189,666	\$5,189,666	\$5,029,953	\$4,123,245

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 to end in FY25. On July 1st, 2024 the city's Flow Control ordinance will no longer be in effect. This ordinance (No. 3146) was passed on April 10th, 2023.

Solid Waste Fund

	2023	2024	2024	2024	2025
Expense	Actual	Adopted	Revised	Projected	Budget
Full Time	\$159,336	\$167,821	\$167,821	\$156,550	\$169,587
Temporary	\$31	\$10,060	\$10,060	\$0	\$10,460
Overtime	\$12,246	\$14,950	\$14,950	\$14,950	\$15,700
Allowance	\$600	\$600	\$600	\$600	\$600
Retirement	\$24,233	\$24,730	\$24,730	\$23,204	\$25,071
FICA	\$12,581	\$14,454	\$14,454	\$13,120	\$14,675
Beneflex	\$50,086	\$52,645	\$52,645	\$45,720	\$53,241
Worker's Compensation	\$3,099	\$3,390	\$3,390	\$3,390	\$2,670
Unemployment Insurance	\$73	\$91	\$91	\$91	\$96
Professional Development	\$703	\$1,700	\$1,700	\$1,700	\$1,700
Business Expense	\$4,352	\$3,830	\$3,830	\$3,830	\$3,920
Repairs and Maintenance	\$458	\$300	\$300	\$300	\$300
Professional Services	\$4,244,498	\$4,594,190	\$4,594,190	\$4,428,501	\$4,610,980
Communications	\$1,252	\$1,470	\$1,470	\$4,230	\$2,394
Electricity	\$6,050	\$12,770	\$12,770	\$8,100	\$10,640
Property and Auto Insurance	\$140	\$120	\$120	\$120	\$80
Principal	\$17,000	\$17,000	\$17,000	\$17,000	\$16,000
Interest	\$3,532	\$3,130	\$3,130	\$3,130	\$2,650
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	\$0	\$50,000	\$50,000	\$50,000	\$0
Total Expense	\$4,557,520	\$4,990,501	\$4,990,501	\$4,791,786	\$4,958,014

Solid Waste Fund

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Number of Tons Diverted from Traditional Disposal	5,294	4,875	5,000	5,300
2. Percentage of Citizen Request Items Resolved	99%	99%	99%	99%
3. Number of Households Services During Annual Household Hazardous Waste Collection	430	410	450	450

2025 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. Continue planning efforts in anticipation of the new the impending transition to automated collection to occur in the new solid waste contract term.
4. Investigate efforts to increase diversion from traditional disposal.

2024 Goals Status

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
9-Month Status: The Department and Casella continue efforts to reduce recycling contamination across all various program areas. Most recently, efforts on preventing plastic bag contamination have been reinvigorated at the curbside.
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 Department prioritizes resident requests and systematically addresses all requests received in prescribed timelines.
3. Commence planning efforts in anticipation of the new Solid Waste contracts to begin at the end of the present Solid Waste contract.
9-Month Status: The City has signed new solid waste collection and disposal contracts to commence July 1, 2024. Planning efforts for the transition to automated collection, which will occur in the terms of the new contracts, has commenced.
4. Investigate efforts to increase diversion from traditional disposal.
9-Month Status: The Solid Waste Advisory Committee has undertaken a series of meetings in which alternatives to traditional disposal have been discussed. The committee plans to continue to investigate and promote such activities.

Enterprise Funds

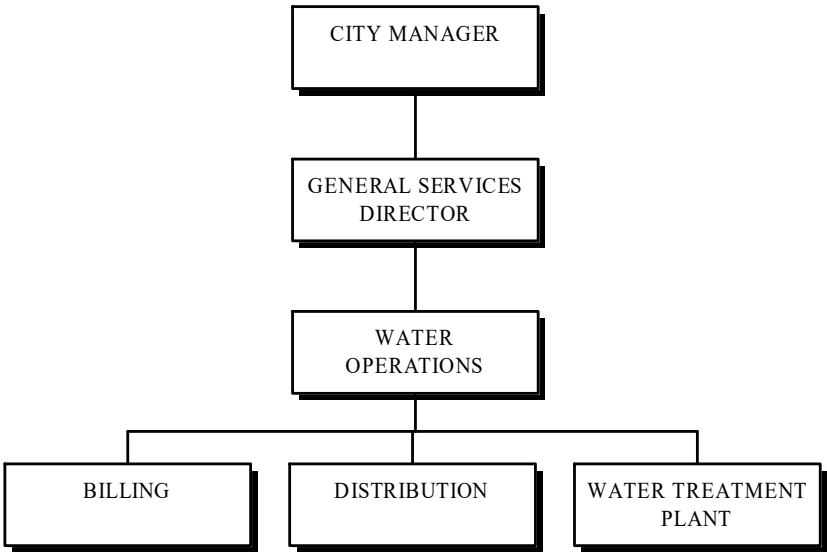
		2023	2024	2024	2024	2025
		Actual	Adopted	Revised	Projected	Budget
Revenue						
Water		\$6,526,645	\$7,078,630	\$7,078,630	\$6,719,768	\$7,387,578
Wastewater		\$9,797,250	\$10,490,933	\$11,170,933	\$11,105,422	\$11,244,102
	Sub Total	\$16,323,895	\$17,569,563	\$18,249,563	\$17,825,190	\$18,631,680
Expense						
Water		\$7,153,195	\$7,600,712	\$7,600,712	\$7,331,534	\$7,886,680
Wastewater		\$9,261,561	\$10,555,787	\$11,235,787	\$10,917,367	\$11,688,396
	Sub Total	\$16,414,756	\$18,156,500	\$18,836,500	\$18,248,901	\$19,575,076

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

<u>Fund Summary</u>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$7,078,630	\$6,719,768	\$7,387,578
Expense	\$7,600,712	\$7,331,534	\$7,886,680
Net Income (Loss)		(\$611,766)	(\$499,102)
Beginning Working Capital		\$3,090,760	\$2,478,994
Ending Working Capital		\$2,478,994	\$1,979,892

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.

Water Fund

<u>Budget Detail</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Fines and Penalties	\$23,806	\$27,500	\$27,500	\$27,500	\$27,500
Sundry Services	\$18,028	\$15,000	\$15,000	\$15,000	\$15,000
Water Usage	\$4,586,554	\$5,415,730	\$5,415,730	\$4,917,481	\$5,519,598
Water Availability	\$1,198,140	\$1,246,010	\$1,246,010	\$1,246,010	\$1,338,450
Private Fire Service	\$121,924	\$110,000	\$110,000	\$110,000	\$110,000
Other Service Charges	\$204,797	\$152,500	\$152,500	\$152,500	\$152,500
Testing Services	\$3,210	\$2,500	\$2,500	\$3,582	\$2,500
Utility Investment Fee	\$185,242	\$20,000	\$20,000	\$65,000	\$20,000
Investment Income	\$104,728	\$50,000	\$50,000	\$115,000	\$147,020
Sale of Assets	\$0	\$0	\$0	\$7,875	\$0
Finance Charges	\$89	\$300	\$300	\$300	\$300
Retiree Health Insurance	\$36,161	\$36,590	\$36,590	\$33,470	\$33,370
Insurance Dist and Credits	\$6,313	\$0	\$0	\$0	\$0
Other Revenue	\$37,654	\$2,500	\$2,500	\$26,050	\$21,340
Total Revenue	\$6,526,645	\$7,078,630	\$7,078,630	\$6,719,768	\$7,387,578

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 six years, provides the basis for a conservative prediction for water consumption. 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 94% of total revenue.

Water Fund

	2023	2024	2024	2024	2025
Expense	Actual	Adopted	Revised	Projected	Budget
Full Time	\$1,402,782	\$1,494,021	\$1,494,021	\$1,431,430	\$1,555,480
Part Time	\$13,317	\$14,226	\$14,226	\$4,161	\$0
Temporary	\$3,747	\$14,980	\$14,980	\$15,600	\$18,830
Overtime	\$59,776	\$65,400	\$65,400	\$67,180	\$64,170
Allowance	\$1,221	\$1,212	\$1,212	\$1,212	\$1,200
Retirement	\$206,919	\$210,989	\$210,989	\$202,304	\$219,220
FICA	\$107,861	\$117,985	\$117,985	\$116,050	\$121,502
Beneflex	\$509,565	\$555,577	\$555,577	\$540,227	\$605,065
Retiree Health	\$104,657	\$109,770	\$109,770	\$132,080	\$114,110
Worker's Compensation	\$20,844	\$18,700	\$18,700	\$18,700	\$15,092
Unemployment Insurance	\$724	\$784	\$784	\$784	\$788
Professional Development	\$15,628	\$24,935	\$24,935	\$24,935	\$25,935
Business Expense	\$3,001	\$2,320	\$2,320	\$2,320	\$2,373
Repairs and Maintenance	\$495	\$4,270	\$4,270	\$4,270	\$4,270
Professional Services	\$56,206	\$224,143	\$224,143	\$224,143	\$246,819
Communications	\$13,365	\$8,170	\$8,170	\$10,710	\$10,138
Bond Costs	\$3,002	\$25,000	\$25,000	\$25,000	\$15,880
Office Supplies	\$66,630	\$3,986	\$3,986	\$3,986	\$4,245
Departmental Supplies	\$179,890	\$125,399	\$125,399	\$167,450	\$130,079
Auto Parts	\$16,097	\$17,200	\$17,200	\$17,200	\$17,200
Building Supplies	\$0	\$12,650	\$12,650	\$12,650	\$12,650
Chemicals	\$392,094	\$527,520	\$527,520	\$390,000	\$527,240
Vehicle Fuel	\$31,267	\$28,793	\$28,793	\$28,790	\$28,976
Electricity	\$156,638	\$227,380	\$227,380	\$189,810	\$225,240
Natural Gas and Propane	\$19,788	\$15,880	\$15,880	\$21,600	\$26,780
Heating Oil and Kerosene	\$61,595	\$70,000	\$70,000	\$0	\$70,000
Property and Auto Insurance	\$32,620	\$33,750	\$33,750	\$33,750	\$38,150
Liability Insurance	\$11,330	\$12,230	\$12,230	\$12,230	\$12,710
Taxes - Real Estate	\$4,522	\$6,000	\$6,000	\$5,520	\$6,000
Capital Outlay - GL	\$52,140	\$124,000	\$124,000	\$124,000	\$124,000
Principal	\$1,638,860	\$1,640,030	\$1,640,030	\$1,640,030	\$1,709,000
Interest	\$573,437	\$533,470	\$533,470	\$533,470	\$515,000
Transfer Out - Trust	\$400,242	\$260,000	\$260,000	\$260,000	\$260,000
Transfer Out - General	\$803,042	\$847,092	\$847,092	\$847,092	\$864,218
Transfer Out - Solid Waste	\$4,350	\$4,350	\$4,350	\$4,350	\$5,570
Transfer Out - Gen Cap Proj	\$30,875	\$63,500	\$63,500	\$63,500	\$68,750
Transfer Out - Water Capital	\$154,669	\$155,000	\$155,000	\$155,000	\$220,000
Total Expense	\$7,153,195	\$7,600,712	\$7,600,712	\$7,331,534	\$7,886,680

Water Fund

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Residential Per Capita Gallons Used per Day	79	72	72	75
2. Percentage of Turbidity Readings Below 0.1 NTUs	99%	99%	99%	99%

2025 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.

2024 Goals Status

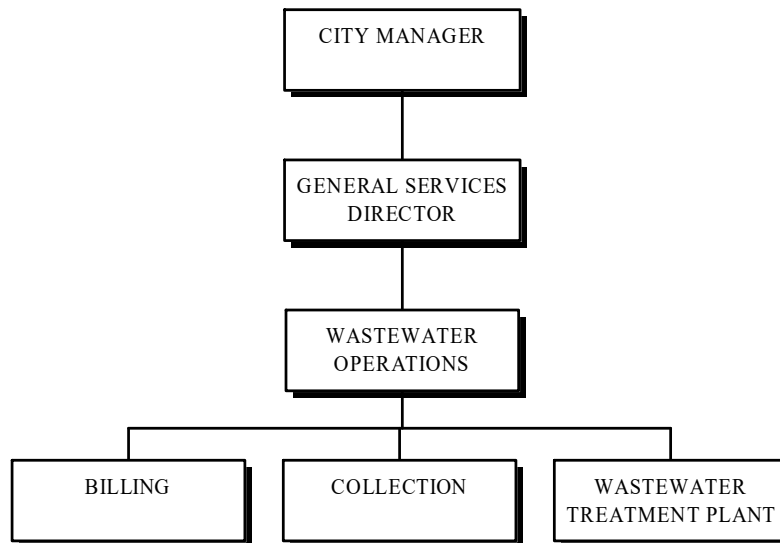
1. Maintain fluoride optimization to 99%, receive optimization award from NHHHS.
9-Month Status: Optimized at 99% and received the NHHHS award.
2. Apply for and receive Penacook Lake spillway rehabilitation grant.
9-Month Status: Delayed, awaiting rule changes at the NH Dam Bureau that will benefit Concord.
3. Complete construction of Primrose Tank control building.
9-Month Status: In design currently. Construction expected to be completed in calendar year 2024.

Wastewater Fund

Mission

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

WASTEWATER FUND ORGANIZATIONAL CHART



Core Responsibilities

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

Wastewater Fund

<u>Fund Summary</u>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$11,170,933	\$11,105,422	\$11,244,102
Expense	\$11,235,787	\$10,917,367	\$11,688,396
Net Income (Loss)		\$188,055	(\$444,294)
Beginning Working Capital		\$6,644,513	\$6,832,568
Ending Working Capital		\$6,832,568	\$6,388,274

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.

Wastewater Fund

<u>Budget Detail</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Fines and Penalties	\$31,506	\$30,500	\$30,500	\$30,500	\$30,500
Other Permits	\$1,575	\$1,500	\$1,500	\$1,500	\$1,500
Other Service Charges	\$14,440	\$1,500	\$1,500	\$9,500	\$1,500
Sewer Usage	\$5,819,277	\$7,254,993	\$7,254,993	\$6,371,501	\$7,458,412
Sewer Fixed Charges	\$1,584,874	\$1,646,030	\$1,646,030	\$1,646,030	\$1,768,728
Sewer Usage-Towns	\$346,726	\$346,000	\$346,000	\$352,068	\$346,000
Leachate Processing	\$770,584	\$400,000	\$400,000	\$1,200,000	\$500,000
Septage Processing	\$436,592	\$275,000	\$275,000	\$450,000	\$450,000
Sludge Disposal	\$93,310	\$45,000	\$45,000	\$49,000	\$45,000
Testing Services	\$1,280	\$1,600	\$1,600	\$1,600	\$1,600
Utility Investment Fee	\$159,954	\$20,000	\$20,000	\$62,000	\$20,000
Rental Income	\$3,625	\$1,625	\$1,625	\$1,625	\$1,625
Investment Income	\$235,520	\$90,000	\$90,000	\$400,000	\$197,240
Sale of Assets	\$1,485	\$0	\$0	\$46,300	\$0
Finance Charges	\$279	\$500	\$500	\$1,203	\$500
Retiree Health Insurance	\$36,371	\$36,590	\$36,590	\$33,990	\$33,370
Use of Fund Balance	\$0	\$0	\$680,000	\$0	\$0
Insurance Dist and Credits	\$8,381	\$0	\$0	\$0	\$0
Other Revenue	\$148,041	\$1,000	\$1,000	\$109,510	\$61,250
Share of Debt Service	\$103,430	\$339,095	\$339,095	\$339,095	\$326,877
Total Revenue	\$9,797,250	\$10,490,933	\$11,170,933	\$11,105,422	\$11,244,102

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 six 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 92.8% of total revenue.

Wastewater Fund

Expense	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Full Time	\$1,662,415	\$1,742,990	\$1,742,990	\$1,676,070	\$1,802,034
Part Time	\$24,654	\$25,063	\$25,063	\$15,605	\$11,283
Temporary	\$1,998	\$7,270	\$7,270	\$7,389	\$10,810
Overtime	\$89,040	\$84,340	\$84,340	\$79,855	\$88,550
Allowance	\$1,821	\$1,812	\$1,812	\$1,925	\$1,800
Retirement	\$245,363	\$247,235	\$247,235	\$235,523	\$255,797
FICA	\$129,254	\$137,815	\$137,815	\$135,090	\$141,890
Beneflex	\$551,037	\$607,786	\$607,786	\$559,888	\$636,298
Retiree Health	\$104,657	\$109,770	\$109,770	\$132,080	\$114,110
Worker's Compensation	\$26,585	\$27,470	\$27,470	\$27,359	\$22,022
Unemployment Insurance	\$910	\$928	\$928	\$978	\$930
Professional Development	\$7,136	\$10,155	\$10,155	\$12,705	\$10,155
Business Expense	\$2,871	\$2,558	\$2,558	\$3,078	\$2,617
Repairs and Maintenance	\$190,927	\$204,390	\$204,390	\$204,390	\$275,710
Professional Services	\$987,528	\$1,149,561	\$1,829,561	\$1,829,561	\$1,643,757
Communications	\$9,428	\$7,500	\$7,500	\$5,530	\$5,615
Postage	\$3	\$110	\$110	\$110	\$119
Bond Costs	\$38,223	\$52,000	\$52,000	\$52,000	\$54,000
Office Supplies	\$63,732	\$3,986	\$3,986	\$3,986	\$4,245
Departmental Supplies	\$95,523	\$121,827	\$121,827	\$121,827	\$121,857
Auto Parts	\$21,522	\$15,000	\$15,000	\$18,875	\$15,000
Building Supplies	\$9,685	\$16,070	\$16,070	\$16,070	\$16,070
Uniforms	\$9,286	\$12,454	\$12,454	\$12,454	\$12,454
Chemicals	\$244,213	\$415,920	\$415,920	\$308,020	\$415,920
Vehicle Fuel	\$37,239	\$40,130	\$40,130	\$40,131	\$42,460
Electricity	\$445,609	\$682,610	\$682,610	\$582,930	\$683,510
Natural Gas and Propane	\$113,039	\$108,900	\$108,900	\$113,800	\$143,650
Solid Waste Disposal	\$10,474	\$10,660	\$10,660	\$10,660	\$29,900
Property and Auto Insurance	\$54,080	\$55,990	\$55,990	\$55,990	\$67,690
Liability Insurance	\$12,060	\$14,430	\$14,430	\$14,430	\$15,270
Capital Outlay - GL	\$72,535	\$63,800	\$63,800	\$63,800	\$63,800
Principal	\$1,949,328	\$2,286,420	\$2,286,420	\$2,286,420	\$2,522,000
Interest	\$639,526	\$868,590	\$868,590	\$868,590	\$934,120
Transfer Out - Trust	\$294,954	\$155,000	\$155,000	\$155,000	\$155,000
Transfer Out - General	\$1,025,283	\$1,147,998	\$1,147,998	\$1,147,998	\$1,254,404
Transfer Out - Solid Waste	\$3,750	\$3,750	\$3,750	\$3,750	\$4,800
Transfer Out - Gen Cap Proj	\$30,875	\$63,500	\$63,500	\$63,500	\$68,750
Transfer Out - Wastewater Cap	\$55,000	\$50,000	\$50,000	\$50,000	\$40,000
Total Expense	\$9,261,561	\$10,555,787	\$11,235,787	\$10,917,367	\$11,688,396

Wastewater Fund

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Number of Wastewater Odor Complaints Addressed	0	0	0	1

2025 Goals

1. Meet the community's expectation for odor control.
2. Maintain competitive rates with comparable communities in New Hampshire.
3. Institute cyber security upgrades for the division's SCADA systems.

2024 Goals Status

1. Meet the community's expectation for odor control.
9-Month Status: There have been no odor complaints logged by the Wastewater Division. Staff continues to conduct daily inspections and maintenance of equipment to ensure uninterrupted operation.
2. Maintain competitive rates with comparable communities in New Hampshire.
9-Month Status: The Wastewater Division continues to operate on a balanced budget through March 2024.
3. Complete the installation of the division's first renewable energy project.
9-Month Status: The solar array project has been awarded to the solar contractor. Project completion is projected for the second quarter of FY 2025.
4. Institute cyber security upgrades for the division's SCADA systems.
9-Month Status: A grant funded cyber security project is underway and is anticipated to be completed during FY 2025.

TIF Districts & CIP Summary

<u>Budget Summary</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Capital Projects	\$25,736,063	\$20,163,326	\$28,591,268	\$21,024,658	\$52,991,745
North End Opp Cor TIF District	\$498,547	\$485,680	\$485,680	\$548,198	\$509,201
Sears Block TIF District	\$1,134,494	\$1,179,070	\$1,179,070	\$1,184,015	\$1,138,575
Penacook Village TIF District	\$519,221	\$651,920	\$651,920	\$619,710	\$670,983
Sub Total	\$27,888,325	\$22,479,996	\$30,907,938	\$23,376,582	\$55,310,504
Expense					
Capital Projects	\$18,855,554	\$20,163,326	\$28,591,268	\$12,250,569	\$52,991,745
North End Opp Cor TIF District	\$232,199	\$248,395	\$248,395	\$248,780	\$250,240
Sears Block TIF District	\$1,249,695	\$1,271,510	\$1,271,510	\$1,271,510	\$1,246,283
Penacook Village TIF District	\$428,904	\$467,150	\$467,150	\$466,510	\$506,175
Sub Total	\$20,766,352	\$22,150,381	\$30,578,323	\$14,237,369	\$54,994,443

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 \$128,796,167 in new assessed value generated by several real estate development projects (FY 2025 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 \$51,443,800 in new private development (FY 2025 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 \$51,491,273 in new private development (FY 2025 estimate). 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 \$25,861,094 in new private development (FY 2025 estimate). Presently, the PVTIF District encompasses approximately 243 acres.

TIF Districts & CIP Summary

<u>NEOCTIF Fund Summary</u>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$485,680	\$548,198	\$509,201
Expense	\$248,395	\$248,780	\$250,240
Net Income (Loss)		\$299,418	\$258,961
Beginning Working Capital		\$2,580,015	\$2,879,433
Ending Working Capital		\$2,879,433	\$3,138,394

<u>NEOCTIF Fund Detail</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Property Taxes	\$447,612	\$455,680	\$455,680	\$483,198	\$479,201
Investment Income	\$50,935	\$30,000	\$30,000	\$65,000	\$30,000
Total Revenue	\$498,547	\$485,680	\$485,680	\$548,198	\$509,201
Expense					
Professional Services	\$10,689	\$26,265	\$26,265	\$26,650	\$27,480
Principal	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Interest	\$10,831	\$9,640	\$9,640	\$9,640	\$8,440
Transfer Out - General	\$180,679	\$182,490	\$182,490	\$182,490	\$184,320
Total Expense	\$232,199	\$248,395	\$248,395	\$248,780	\$250,240

TIF Districts & CIP Summary

North End Opportunity Corridor Tax Finance District

The FY 2025 projected total incremental assessed value of new development constructed within the NEOCTIF District is \$51,443,800.

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 2025, the City will allocate \$33,952,908 of incremental assessed value created in the District to support the City's General Fund and other taxing authorities. It is projected that the \$33,952,908 of allocated assessed value will yield approximately \$930,215 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 \$17,490,892 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

<u>SBTIF Fund Summary</u>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$1,179,070	\$1,184,015	\$1,138,575
Expense	\$1,271,510	\$1,271,510	\$1,246,283
Net Income (Loss)		(\$87,495)	(\$107,708)
Beginning Working Capital		\$424,208	\$336,713
Ending Working Capital		\$336,713	\$229,005

<u>SBTIF Fund Detail</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Property Taxes	\$1,123,399	\$1,172,070	\$1,172,070	\$1,174,015	\$1,128,575
Investment Income	\$11,095	\$7,000	\$7,000	\$10,000	\$10,000
Total Revenue	\$1,134,494	\$1,179,070	\$1,179,070	\$1,184,015	\$1,138,575
Expense					
Professional Services	\$0	\$19,740	\$19,740	\$19,740	\$19,975
Principal	\$370,000	\$393,700	\$393,700	\$393,700	\$401,600
Interest	\$127,648	\$120,300	\$120,300	\$120,300	\$104,880
Transfer Out - General	\$437,273	\$428,960	\$428,960	\$428,960	\$415,721
Transfer Out - Parking	\$316,761	\$308,810	\$308,810	\$308,810	\$304,107
Transfer Out - SearsBlkTIF Cap	-\$1,987	\$0	\$0	\$0	\$0
Total Expense	\$1,249,695	\$1,271,510	\$1,271,510	\$1,271,510	\$1,246,283

TIF Districts & CIP Summary

Sears Block Tax Finance District

The FY 2025 projected total incremental assessed value of new development constructed within the Sears Block TIF (SBTIF) District is \$51,491,273.

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 2025 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 2025, the SBTIF will transfer \$415,721 to the General Fund, as follows:

- 1) \$24,392 in Administrative Fees associated with management and administration of the SBTIF District;
- 2) \$155,993 to support debt service payments associated with those portions of the Main Street Project (CIP #460) which are located within the SBTIF. This figure excludes debt service associated with burying aerial utilities on South Main Street, as those debt costs are paid from the SBTIF District directly;
- 3) \$43,561 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; and
- 4) \$191,775 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 \$304,107 to the Parking Fund in FY 2025. 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.

In FY 2025, the SBTIF will release \$10,298,250 of the captured incremental assessed value and property tax revenues associated therewith, in the amount of \$282,143, to support the City's General Fund, as well as the Concord School District, Merrimack County and State of New Hampshire. This is the first release of captured assessed value since the District's inception. The amount to be released equates to 20% of the total captured incremental assessed value.

TIF Districts & CIP Summary

<u>PVTIF Fund Summary</u>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$651,920	\$619,710	\$670,983
Expense	\$467,150	\$466,510	\$506,175
Net Income (Loss)		\$153,200	\$164,808
Beginning Working Capital		\$472,481	\$625,681
Ending Working Capital		\$625,681	\$790,489

<u>PVTIF Fund Detail</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Property Taxes	\$458,623	\$639,550	\$639,550	\$577,340	\$653,589
Investment Income	\$39,539	\$10,000	\$10,000	\$40,000	\$15,000
Finance Charges	\$52	\$0	\$0	\$0	\$0
Other Revenue	\$21,007	\$2,370	\$2,370	\$2,370	\$2,394
Total Revenue	\$519,221	\$651,920	\$651,920	\$619,710	\$670,983
Expense					
Professional Services	\$31,052	\$59,650	\$59,650	\$59,650	\$91,205
Departmental Supplies	\$0	\$5,000	\$5,000	\$5,000	\$5,000
Electricity	\$476	\$1,300	\$1,300	\$790	\$930
Water and Wastewater	\$240	\$480	\$480	\$350	\$360
Principal	\$218,100	\$220,000	\$220,000	\$220,000	\$222,890
Interest	\$139,521	\$131,060	\$131,060	\$131,060	\$123,580
Transfer Out - Trust	\$25,000	\$35,000	\$35,000	\$35,000	\$47,400
Transfer Out - General	\$14,515	\$14,660	\$14,660	\$14,660	\$14,810
Total Expense	\$428,904	\$467,150	\$467,150	\$466,510	\$506,175

TIF Districts & CIP Summary

Penacook Village Tax Increment Finance District

The FY 2025 projected total incremental assessed value of new real estate development within the Penacook Village TIF (PVTIF) District is \$25,861,094. 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 increased to 15%, which in FY 2025 equates to approximately \$3,879,164 of captured incremental assessed value to be released, which is projected to generate \$115,340 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 vary 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 2025 with an installment payment of \$47,400 (up from \$35,000 in FY 2024). 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 included \$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. Construction of the Park will begin in the latter part of FY 2024 and be completed in FY 2025. Operating costs for the Park have been budgeted in FY 2025.

The FY 2025 Capital Improvement Program also includes PVTIF funds, as well as funds from other sources, in CIP #83, to potentially design replacement of 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, is important for maintenance of the City's water line in this location, as well as private infrastructure owned by Winwaste. Funds have been asterisked, subject to ongoing discussions with Winwaste about a potential partnership to replace the culvert.

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 PVTIF 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 2025 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 2026 – 2034) 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 FY 2025 CIP runs from FY 2025 to FY 2034. 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 2025 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 2025 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

<u>Appropriations and Repurposing by Department</u>		2025 Budget
City Manager /Operation		
433	School Street Parking Garage (Formerly Durgin Block)	\$10,000
529	Storrs Street Parking Garage (Formerly Capital Commons)	\$10,000
Sub Total		\$20,000
Assessing		
639	Full Measure and List	\$385,000
Sub Total		\$385,000
Finance Purchasing		
631	Multi-Function Photocopy Machines	\$38,000
Sub Total		\$38,000
Information Technology		
2	Information Technology Hardware & Software Replacement	\$250,000
525	Telephone System Replacement Program	\$300,000
Sub Total		\$550,000
Police - Operations		
368	Police Department Communications Equipment	\$120,000
370	Police Department Ballistic Vest Replacement Program	\$40,000
521	Police Firearms Range Improvements	\$15,000
522	Patrol Rifle Replacements	\$15,000
575	Police Vehicle & Equipment Replacement	\$280,000
595	Parking Meters	\$80,000
630	Police Computer Crimes Hardware and Equipment	\$12,000
643	Police Headquarters (New)	\$3,365,000
Sub Total		\$3,927,000
Fire		
4	Fire Department Vehicle Replacement	\$1,115,000
252	Fire Station Improvements	\$250,000
335	Thermal Imaging Cameras	\$60,000
527	Fire Department EMS Equipment Replacement	\$405,000
573	Fire Department Personnel Protective Equipment	\$915,000
661	Traffic Signals: Gridsmart Processor Replacement	\$35,000
Sub Total		\$2,780,000
GS-Highway / Utilities		
78	Annual Highway Improvement Program	\$2,861,000
121	Vehicle & Equipment Replacement Program	\$1,455,000
644	Street Tree Planting	\$10,000
Sub Total		\$4,326,000

TIF Districts & CIP Summary

	2025 Budget
GS-Public Properties	
65 City Hall Renovations	\$375,000
75 General Airport Repairs	\$10,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	\$190,000
551 Library Maintenance	\$60,000
579 Downtown Squares	\$100,000
636 Electric Vehicle (EV) Charging Stations	\$75,000
Sub Total	\$810,000
 GS-Solid Waste	
447 Landfill Soil Vapor Extraction Systems	\$80,000
Sub Total	\$80,000
 GS-Water	
88 Water Plant Improvements	\$80,000
124 Water System SCADA Improvements	\$30,000
244 Water Meter Replacement Program	\$400,000
321 Water System Master Plan & Implementation	\$40,000
347 Water Storage Tank Repairs	\$40,000
372 Water System Pump Station Improvements	\$180,000
482 Water System Asset Management	\$90,000
Sub Total	\$860,000
 GS-Sewer	
104 Hall Street Waste Water Treatment Plant Improvements	\$5,040,000
275 Sewer Pump Station Improvements	\$7,700,000
Sub Total	\$12,740,000
 CD-Engineering Services	
17 Sidewalk, Bikeway and Streetscape Improvements	\$10,000
36 Manchester Street / Route 3 South	\$324,000
84 Water Main Cleaning & Lining	\$550,000
91 Sewer Main Rehabilitation and Construction	\$16,940,000
283 Traffic Signals and Traffic Operations Improvements	\$760,000
383 New Airport Terminal Building	\$5,057,745
518 Bridge and Dam Maintenance / Repairs	\$305,000
520 Intersection Safety Improvements	\$15,000
590 Downtown Civic District Sidewalk Replacement	\$10,000
647 Inflow & Infiltration Removal	\$540,000
Sub Total	\$24,511,745

TIF Districts & CIP Summary

	2025 Budget
CD - Planning	
663 I-93 Exit 13 Gateway Improvements	\$35,000
Sub Total	\$35,000
Library	
477 Library Equipment Replacement	\$24,000
Sub Total	\$24,000
 Rec-Grounds	
51 White Park	\$185,000
107 Golf Course Club House and Maintenance Buildings	\$900,000
235 Golf Course Grounds Improvements	\$435,000
360 Kimball Park	\$15,000
443 City-Wide Community Center	\$20,000
530 Golf Course Equipment	\$90,000
569 Parks and Cemeteries Small Turf Equipment	\$110,000
587 Cemetery Improvements	\$150,000
Sub Total	\$1,905,000
 Total	 \$52,991,745

TIF Districts & CIP Summary

Capital Improvement Program 2025-2032

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
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
252	Fire Station Improvements	Fire

TIF Districts & CIP Summary

Project #	Title	Department
275	Sewer Pump Station Improvements	GS-Sewer
283	Traffic Signals and Traffic Operations Improvements	CD-Engineering Services
297	Geographic Information Systems (GIS)	CD-Engineering Services
305	Fire Department Communications Equipment	Fire
321	Water System Master Plan & Implementation	GS-Water
323	Combined Operations & Maintenance Facility (COMF) Improvements	GS-Public Properties
335	Thermal Imaging Cameras	Fire
345	Water Supply Well Field Maintenance	GS-Water
347	Water Storage Tank Repairs	GS-Water
358	Garrison Park	Rec-Grounds
359	Merrill Park	Rec-Grounds
360	Kimball Park	Rec-Grounds
368	Police Department Communications Equipment	Police - Operations
370	Police Department Ballistic Vest Replacement Program	Police - Operations
372	Water System Pump Station Improvements	GS-Water
375	Fire Department Boats	Fire
376	Fire Department Hose & Equipment Replacement	Fire
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
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
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

TIF Districts & CIP Summary

Project #	Title	Department
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
557	Memorial Field	Rec-Grounds
560	Fire Training Facility	Fire
561	Fire Alarm Infrastructure Replacement	Fire
563	Master Plan Update	CD-Community Planning
567	Penacook Riverfront Parks	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	Heights Fire Station	Fire
587	Cemetery Improvements	Rec-Grounds
588	Loudon Road Bridge Improvement Project	CD-Engineering Services
589	Downtown Corridor Streetscape Improvement Project	CD-Engineering Services
590	Downtown Civic District Sidewalk Replacement	CD-Engineering Services
594	New Central Fire Station	Fire
595	Parking Meters	Police - Operations
596	Surface Lots	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
602	Iron Works Road Bridge Replacement Project	CD-Engineering Services
607	Video System Replacement	Police - Operations
611	Eastman Street Retaining Wall	CD-Engineering Services
615	Fiber System Replacement	Information Technology

TIF Districts & CIP Summary

Project #	Title	Department
620	Police Department Security Fencing	Police - Operations
621	Police Department Booking Room Renovations	Police - Operations
627	Parking Strategic Plan	City Manager /Operation
628	LED Streetlight Replacement	Finance Purchasing
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
647	Inflow & Infiltration Removal	CD-Engineering Services
656	River Bank Stabilization Projects	CD-Engineering Services
659	North Main Street Corridor Improvements	CD-Engineering Services
661	Traffic Signals: Gridsmart Processor Replacement	Fire
663	I-93 Exit 13 Gateway Improvements	CD-Community Planning

City of Concord, New Hampshire

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

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Base Value for Debt Limits (1)	\$ 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	\$ 6,744,400,131
Legal Debt Limits (% of Base Value)										
General - 1.75% thru 1998, 3% 1999 on (2)	\$ 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	\$ 202,332,004
Water - 10% (2)	\$ 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	\$ 674,440,013
Issued Debt at June 30										
Total Issued Debt at June 30	\$ 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	\$ 100,780,943
Less Water Fund	(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)	(15,523,993)
Less Sewer Fund (3)	(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)	(22,899,153)
Less Tax Increment Debt (3)	(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)	(7,935,270)
Less Landfill Debt (3)	(218,732)	-	-	-	-	-	-	-	-	-
Authorized Unissued at June 30										
Total Authorized Unissued Debt at June 30	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	7,846,387
Less Golf Fund	(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)	-	(230,900)
Less Sewer Fund (3)	-	-	(36,500)	(136,500)	(36,500)	(356,500)	(36,500)	(36,500)	(3,040,000)	(180,900)
Less Tax Increment Debt (3)	-	-	-	-	-	-	-	-	-	-
Total Debt Subject to general limit	\$ 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	\$ 61,857,114
Legal Debt Margin										
General	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	140,474,890
Water Fund	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	658,685,120
% of Legal Debt Limits Used										
General	38.9%	38.4%	48.1%	52.5%	53.1%	49.3%	47.2%	44.8%	34.9%	30.6%
Water Fund	3.1%	3.3%	3.6%	3.8%	3.8%	3.5%	4.0%	3.5%	3.0%	2.3%

Data Source:

Audited Financial Statements

Notes:

(1) Base Value for Debt Limits computed by the NH Department of Revenue Administration

(2) Legal debt limit percentage rates set by NH State statute

(3) Debt exempt from Debt limits consists of Landfills, Tax Increment Financing and Sewer debt.

City of Concord, New Hampshire

Ratios of Outstanding Debt by Debt Type

Last Ten Fiscal Years

Fiscal Year	Governmental Activities		Business-Type Activities	Total Primary Government	Per Capita	Percentage of Personal Income	Percentage of Estimated Actual Taxable Value of Property
	Bonds and Unamortized Premiums	Capital Leases	Bonds and Unamortized Premiums				
2023	\$ 67,646,907	\$ 625	\$ 41,578,360	\$ 109,225,892	\$ 2,454	6.33%	2.12%
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	58,354,719	32,783	36,566,237	94,953,739	2,206	7.15%	2.36%
2017	52,624,030	-	34,797,070	87,421,100	2,038	6.70%	2.22%
2016	49,142,637	-	32,536,371	81,679,008	1,916	6.38%	2.12%
2015	48,874,693	-	27,679,766	76,554,459	1,804	5.94%	2.03%
2014	44,125,550	-	28,035,460	72,161,010	1,701	5.65%	2.11%

City of Concord, New Hampshire

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

Fiscal Year	Local Assessed Value (1)			Total Assessed Value	Less Exemptions to Assessed Value (1)	Total Taxable Assessed Value (1)	Total Direct Tax Rate per \$1,000 of Assessed Value	Estimated Full Value (2)	Ratio of Total Assessed Value to Total Estimated Full Value
	Residential	Commercial/ Industrial	Utilities						
2023	\$ 3,241,954,931	\$1,746,910,474	\$ 276,071,000	\$5,264,936,405	\$ 109,828,481	\$ 5,155,107,924	\$ 23.74	\$ 6,744,400,131	78.1%
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	30,676,026	4,030,230,653	25.38	4,253,023,855	95.5%
2017	2,258,430,650	1,526,604,188	177,017,200	3,962,052,038	31,281,237	3,930,770,801	24.77	4,061,020,935	97.6%
2016	2,168,810,800	1,539,035,833	178,446,300	3,886,292,933	32,958,740	3,853,334,193	24.36	4,033,984,178	96.3%
2015	2,101,417,750	1,534,639,311	161,176,300	3,797,233,361	33,688,716	3,763,544,645	23.58	3,942,193,209	96.3%
2014	2,074,759,050	1,584,155,007	167,511,600	3,826,425,657	33,299,807	3,793,125,850	22.59	4,074,453,253	93.9%

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)

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
General Fund										
Nonspendable	\$ 152,871	\$ 152,871	\$ 168,027	\$ 212,814	\$ 375,704	\$ 380,210	\$ 811,360	\$ 817,292	\$ 1,068,255	\$ 414,811
Restricted	-	-	-	-	-	-	-	-	-	-
Committed	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	7,018,915
Assigned	750,000	960,000	930,000	975,000	975,000	1,400,000	2,780,000	2,800,389	1,425,000	2,979,500
Unassigned	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	15,570,778
Total General Fund	\$ 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	\$ 25,984,004
Other Governmental Funds										
Nonspendable	\$ 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	\$ 14,128,372
Restricted	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	27,284,644
Committed	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	5,858,698
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)	(4,002,178)
Total Other Funds	\$ 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	\$ 43,269,536

Data Source:

Audited Financial Statements

**FISCAL YEAR 2025
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
<u>General</u>								
2	Information Technology Hardware & Software Replacement	187,500	0	0	187,500	0	0	0
4	Fire Department Vehicle Replacement	1,170,568	1,115,000	55,568	0	0	0	0
17	Sidewalk, Bikeway and Streetscape Improvements	10,000	10,000	0	0	0	0	0
36	Manchester Street / Route 3 South	350,646	44,000	26,646	0	0	280,000	0
51	White Park	203,036	185,000	18,036	0	0	0	0
60*	Kiwanis (Waterfront) Park	1,000,000	0	0	0	500,000	500,000	0
65	City Hall Renovations	375,000	375,000	0	0	0	0	0
78	Annual Highway Improvement Program	2,861,000	0	0	0	0	0	2,861,000
83*	Storm Water Improvements	165,000	0	0	0	165,000	0	0
121	Vehicle & Equipment Replacement Program	1,185,000	1,185,000	0	0	0	0	0
235	Golf Course Grounds Improvements	402,894	375,000	27,894	0	0	0	0
252	Fire Station Improvements	250,000	250,000	0	0	0	0	0
283	Traffic Signals and Traffic Operations Improvements	760,000	760,000	0	0	0	0	0
323*	Combined Operations & Maintenance Facility Improvements	35,000	0	0	0	35,000	0	0
323	Combined Operations & Maintenance Facility Improvements	90,000	90,000	0	0	0	0	0
335	Thermal Imaging Cameras	60,000	60,000	0	0	0	0	0
360	Kimball Park	15,000	15,000	0	0	0	0	0

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2025
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

	Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
368 Police Department Communications Equipment	120,000	120,000	0	0	0	0	0
370 Police Department Ballistic Vest Replacement Program	40,000	40,000	0	0	0	0	0
443* City-Wide Community Center	15,000	0	0	0	15,000	0	0
443 City-Wide Community Center	20,000	0	0	20,000	0	0	0
477 Library Equipment Replacement	24,000	0	0	24,000	0	0	0
518 Bridge and Dam Maintenance / Repairs	351,519	305,000	46,519	0	0	0	0
520 Intersection Safety Improvements	15,000	0	0	0	0	0	15,000
521 Police Firearms Range Improvements	15,000	0	0	15,000	0	0	0
522 Patrol Rifle Replacements	15,000	15,000	0	0	0	0	0
525 Telephone System Replacement Program	225,000	225,000	0	0	0	0	0
527 Fire Department EMS Equipment Replacement	405,000	405,000	0	0	0	0	0
543* Merrimack River Greenway Trail Project	221,000	45,000	0	0	176,000	0	0
551 Library Maintenance	60,000	60,000	0	0	0	0	0
569 Parks and Cemeteries Small Turf Equipment	110,766	110,000	766	0	0	0	0
573 Fire Department Personnel Protective Equipment	915,000	915,000	0	0	0	0	0
575 Police Vehicle & Equipment Replacement	280,000	0	0	280,000	0	0	0
579 Downtown Squares	100,000	100,000	0	0	0	0	0
587 Cemetery Improvements	150,510	150,000	510	0	0	0	0

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2025
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

	Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
590 Downtown Civic District Sidewalk Replacement	10,000	10,000	0	0	0	0	0
630 Police Computer Crimes Hardware and Equipment	12,000	0	0	12,000	0	0	0
631 Multi-Function Photocopy Machines	38,000	0	0	38,000	0	0	0
639 Full Measure and List	385,000	0	0	0	0	0	385,000
643 Police Headquarters (New)	3,371,800	3,365,000	6,800	0	0	0	0
644 Street Tree Planting	10,000	0	0	10,000	0	0	0
647 Inflow & Infiltration Removal	270,000	270,000	0	0	0	0	0
661 Traffic Signals: Gridsmart Processer Replacement	35,000	35,000	0	0	0	0	0
663 I-93 Exit 13 Gateway Improvements	35,000	35,000	0	0	0	0	0
Subtotal General	16,370,239	10,669,000	182,739	586,500	891,000	780,000	3,261,000
Less *	1,436,000	45,000	0	0	891,000	500,000	0
Total General	14,934,239	10,624,000	182,739	586,500	0	280,000	3,261,000

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2025
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
<u>Parking</u>								
433	School Street Parking Garage (Formerly Durgin Block)	10,000	0	0	10,000	0	0	0
529	Storrs Street Parking Garage (Formerly Capital Commons)	10,000	0	0	10,000	0	0	0
595	Parking Meters	80,000	0	0	80,000	0	0	0
	Subtotal Parking	100,000	0	0	100,000	0	0	0
	Less *	0	0	0	0	0	0	0
	Total Parking	100,000	0	0	100,000	0	0	0
 <u>Airport</u>								
75	General Airport Repairs	10,000	0	0	10,000	0	0	0
383	New Airport Terminal Building	5,057,745	1,427,110	0	0	0	3,630,635	0
	Subtotal Airport	5,067,745	1,427,110	0	10,000	0	3,630,635	0
	Less *	0	0	0	0	0	0	0
	Total Airport	5,067,745	1,427,110	0	10,000	0	3,630,635	0

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2025
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
<u>Golf</u>								
107	Golf Course Club House and Maintenance Buildings	900,000	900,000	0	0	0	0	0
235	Golf Course Grounds Improvements	60,000	60,000	0	0	0	0	0
530	Golf Course Equipment	90,000	90,000	0	0	0	0	0
	Subtotal Golf	1,050,000	1,050,000	0	0	0	0	0
	Less *	0	0	0	0	0	0	0
	Total Golf	1,050,000	1,050,000	0	0	0	0	0
<u>Solid Waste</u>								
447	Landfill Soil Vapor Extraction Systems	80,000	80,000	0	0	0	0	0
	Subtotal Solid Waste	80,000	80,000	0	0	0	0	0
	Less *	0	0	0	0	0	0	0
	Total Solid Waste	80,000	80,000	0	0	0	0	0
<u>Penacook Village TIF</u>								
83*	Storm Water Improvements	100,000	100,000	0	0	0	0	0
	Subtotal Penacook Village TIF	100,000	100,000	0	0	0	0	0
	Less *	100,000	100,000	0	0	0	0	0
	Total Penacook Village TIF	0	0	0	0	0	0	0

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2025
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
<u>Water</u>								
2	Information Technology Hardware & Software Replacement	31,250	0	0	31,250	0	0	0
83*	Storm Water Improvements	235,000	235,000	0	0	0	0	0
84	Water Main Cleaning & Lining	550,000	550,000	0	0	0	0	0
88	Water Plant Improvements	80,000	80,000	0	0	0	0	0
121	Vehicle & Equipment Replacement Program	175,000	175,000	0	0	0	0	0
124	Water System SCADA Improvements	30,000	0	0	30,000	0	0	0
244	Water Meter Replacement Program	400,000	250,000	0	150,000	0	0	0
321	Water System Master Plan & Implementation	40,000	0	0	40,000	0	0	0
323	Combined Operations & Maintenance Facility Improvements	50,000	50,000	0	0	0	0	0
347	Water Storage Tank Repairs	40,000	40,000	0	0	0	0	0
372	Water System Pump Station Improvements	180,000	180,000	0	0	0	0	0
482	Water System Asset Management	90,000	90,000	0	0	0	0	0
525	Telephone System Replacement Program	37,500	0	0	37,500	0	0	0
Subtotal Water		1,938,750	1,650,000	0	288,750	0	0	0
Less *		235,000	235,000	0	0	0	0	0
Total Water		1,703,750	1,415,000	0	288,750	0	0	0

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2025
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
<u>Wastewater</u>								
2	Information Technology Hardware & Software Replacement	31,250	0	0	31,250	0	0	0
91	Sewer Main Rehabilitation and Construction	16,940,000	16,900,000	0	40,000	0	0	0
104	Hall Street Waste Water Treatment Plant Improvements	5,040,000	5,040,000	0	0	0	0	0
121	Vehicle & Equipment Replacement Program	95,000	95,000	0	0	0	0	0
275	Sewer Pump Station Improvements	7,700,000	7,700,000	0	0	0	0	0
323	Combined Operations & Maintenance Facility Improvements	50,000	50,000	0	0	0	0	0
525	Telephone System Replacement Program	37,500	0	0	37,500	0	0	0
636	Electric Vehicle (EV) Charging Stations	75,000	75,000	0	0	0	0	0
647	Inflow & Infiltration Removal	270,000	270,000	0	0	0	0	0
	Subtotal Wastewater	30,238,750	30,130,000	0	108,750	0	0	0
	Less *	0	0	0	0	0	0	0
	Total Wastewater	30,238,750	30,130,000	0	108,750	0	0	0
 Subtotal		54,945,484	45,106,110	182,739	1,094,000	891,000	4,410,635	3,261,000
Less *		1,771,000	380,000	0	0	891,000	500,000	0
Grand Total		53,174,484	44,726,110	182,739	1,094,000	0	3,910,635	3,261,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
SUMMARY LISTING**

Type	General	Parking	Arena	Cemetery	Golf	Airport	Water	Sewer	Solid Waste	Other	Total
Building Imp Reserve	76,000	0	0	0	0	0	0	0	0	0	76,000
Capital Close-out	0	0	0	0	0	0	0	0	0	197,707	197,707
Capital Transfer	7,535,250	130,000	0	0	0	439,001	2,402,000	1,047,000	40,000	0	11,593,251
Donations	42,961,500	0	0	0	0	0	0	0	0	0	42,961,500
Federal	0	0	0	0	0	3,598,925	0	0	0	38,621,202	42,220,127
G.O. Bonds	260,897,875	39,481,500	70,000	0	2,885,000	2,013,666	30,172,000	80,322,000	125,000	0	415,967,041
Highway Reserve	33,031,000	0	0	0	0	0	0	0	0	0	33,031,000
State	0	0	0	0	0	126,710	0	0	0	21,796,257	21,922,967
Tax Increment Financing	0	0	0	0	0	0	0	0	0	11,350,000	11,350,000
Trust	0	0	0	0	0	0	0	0	0	2,344,113	2,344,113
Total	344,501,625	39,611,500	70,000	0	2,885,000	6,178,302	32,574,000	81,369,000	165,000	74,309,279	581,663,706

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
<u>General /G.O. Bonds</u>											
643 Police Headquarters (New)	3,365,000	38,370,000	0	0	0	0	0	0	0	0	41,735,000
121 Vehicle & Equipment Replacement Program	1,185,000	1,763,000	1,812,000	1,871,000	1,602,000	2,129,000	2,269,000	2,239,000	2,081,000	2,586,000	19,537,000
4 Fire Department Vehicle Replacement	1,115,000	1,170,000	1,165,000	2,230,000	1,735,000	355,000	2,500,000	2,015,000	550,000	0	12,835,000
573 Fire Department Personnel Protective Equipment	915,000	0	0	0	0	0	0	0	0	65,000	980,000
283 Traffic Signals and Traffic Operations Improvements	760,000	1,219,000	630,500	633,000	652,000	760,000	680,500	690,500	711,500	733,500	7,470,500
527 Fire Department EMS Equipment Replacement	405,000	0	0	0	0	0	0	0	0	1,073,600	1,478,600
65 City Hall Renovations	375,000	1,090,000	250,000	12,060,000	405,000	40,000	0	0	1,390,000	0	15,610,000
235 Golf Course Grounds Improvements	375,000	400,000	0	0	0	0	0	0	0	0	775,000
518 Bridge and Dam Maintenance / Repairs	305,000	300,000	0	0	0	0	0	0	0	0	605,000
647 Inflow & Infiltration Removal	270,000	55,000	0	0	0	0	0	0	0	0	325,000
252 Fire Station Improvements	250,000	0	0	0	350,000	0	0	77,000	0	0	677,000
525 Telephone System Replacement Program	225,000	0	0	0	0	0	0	0	0	0	225,000
51 White Park	185,000	150,000	200,000	30,000	200,000	320,000	0	0	20,000	750,000	1,855,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

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**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

Page 2

PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
587 Cemetery Improvements	150,000	300,000	400,000	350,000	230,000	70,000	150,000	0	2,300,000	650,000	4,600,000
368 Police Department Communications Equipment	120,000	0	80,000	0	0	0	180,000	180,000	100,000	0	660,000
569 Parks and Cemeteries Small Turf Equipment	110,000	185,000	105,000	0	80,000	45,000	40,000	0	0	0	565,000
579 Downtown Squares	100,000	0	1,700,000	0	0	0	0	0	0	0	1,800,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	90,000	375,000	335,000	335,000	150,000	0	0	0	0	30,000	1,315,000
335 Thermal Imaging Cameras	60,000	0	0	0	0	60,000	0	0	0	0	120,000
551 Library Maintenance	60,000	175,000	750,000	0	0	0	0	0	0	0	985,000
543 Merrimack River Greenway Trail Project	45,000 *	200,000	2,000,000	305,000	1,100,000	0	0	0	0	0	3,650,000
36 Manchester Street / Route 3 South	44,000	0	3,200,000	0	0	0	0	0	0	0	3,244,000
370 Police Department Ballistic Vest Replacement Program	40,000	40,000	0	0	0	0	85,000	0	0	0	165,000
661 Traffic Signals: Gridsmart Processer Replacement	35,000	35,000	0	0	0	0	0	0	60,000	0	130,000
663 I-93 Exit 13 Gateway Improvements	35,000	0	0	0	0	0	0	0	0	0	35,000
360 Kimball Park	15,000	0	0	0	325,000	80,000	0	0	0	0	420,000
522 Patrol Rifle Replacements	15,000	0	10,000	0	0	0	0	0	0	0	25,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
17 Sidewalk, Bikeway and Streetscape Improvements	10,000	450,000	0	0	0	0	0	0	0	0	460,000
590 Downtown Civic District Sidewalk Replacement	10,000	515,000	0	0	750,000	0	0	0	0	0	1,275,000
18 Storrs Street Extension, North & South	0	200,000	0	0	0	0	0	0	500,000	5,000,000	5,700,000
31 Broadway / West Street Intersection Improvements (McKee Square)	0	840,000	0	0	0	0	0	0	0	0	840,000
43 Garvins Falls Development Area	0	0	0	0	0	0	0	0	0	10,200,000	10,200,000
52 Keach Park	0	125,000	250,000	0	0	90,000	0	0	110,000	700,000	1,275,000
54 Russell Martin Park	0	0	0	0	0	0	0	1,125,000	1,125,000	350,000	2,600,000
55 Rolfe Park	0	0	250,000	80,000	0	40,000	175,000	0	0	0	545,000
56 Rollins Park	0	150,000	250,000	70,000	175,000	130,000	30,000	200,000	0	0	1,005,000
59 Terrill Park	0	0	0	2,500,000	0	500,000	800,000	60,000	0	0	3,860,000
60 Kiwanis (Waterfront) Park	0	0	0	0	0	0	0	0	0	3,500,000	3,500,000
63 City Wide Recreation Facility Improvements	0	1,260,000	200,000	0	0	520,000	0	0	0	0	1,980,000
64 Arena Improvements	0	500,000	0	431,500	200,000	0	75,000	0	150,000	0	1,356,500
68 Library	0	400,000	0	2,101,500	21,015,000	0	0	0	0	0	23,516,500
83 Storm Water Improvements	0	0	250,000	750,000	1,500,000	0	1,500,000	0	1,500,000	75,000	5,575,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

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**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

Page 4

PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
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	820,000	0	0	0	150,000	0	0	0	970,000
358 Garrison Park	0	70,000	0	250,000	0	0	0	0	175,000	0	495,000
359 Merrill Park	0	250,000	0	0	0	115,000	130,000	0	0	200,000	695,000
375 Fire Department Boats	0	0	0	0	0	0	65,000	0	0	0	65,000
376 Fire Department Hose & Equipment Replacement	0	0	0	35,000	50,000	115,000	0	0	0	0	200,000
381 Landfill Closure and Maintenance	0	0	0	0	0	0	0	0	15,000,000	0	15,000,000
443 City-Wide Community Center	0	60,000	900,000	60,000	0	60,000	100,000	0	0	0	1,180,000
505 South Main Street Corridor Improvements	0	0	0	0	0	0	0	0	160,000	1,150,000	1,310,000
528 Pocket Parks	0	0	30,000	0	0	50,000	0	0	0	350,000	430,000
541 Regional Drive/Chenell Drive Intersection Improvements	0	300,000	0	1,900,000	0	0	0	0	0	0	2,200,000
557 Memorial Field	0	250,000	50,000	0	0	0	0	0	0	0	300,000
560 Fire Training Facility	0	0	0	500,000	0	0	0	0	0	0	500,000
561 Fire Alarm Infrastructure Replacement	0	0	20,000	0	0	20,000	0	0	20,000	0	60,000
563 Master Plan Update	0	400,000	0	0	0	0	0	0	0	0	400,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
567 Penacook Riverfront Parks	0	0	0	0	0	0	0	100,000	0	0	100,000
570 Pleasant/Warren/Fruit Intersection Roundabout	0	0	400,000	4,000,000	0	0	0	0	0	0	4,400,000
571 I-393/Horseshoe Pond Drainage Improvements	0	0	0	100,000	0	0	0	0	0	0	100,000
583 Heights Fire Station	0	0	0	7,500,000	0	0	0	0	0	0	7,500,000
588 Loudon Road Bridge Improvement Project	0	2,630,275	0	0	0	0	0	0	0	0	2,630,275
589 Downtown Corridor Streetscape Improvement Project	0	0	0	0	620,000	850,000	610,000	450,000	450,000	360,000	3,340,000
594 New Central Fire Station	0	150,000	0	3,000,000	2,000,000	20,000,000	0	0	0	0	25,150,000
602 Iron Works Road Bridge Replacement Project	0	67,500	600,000	0	0	0	0	0	0	0	667,500
611 Eastman Street Retaining Wall	0	0	0	190,000	0	0	0	0	0	0	190,000
620 Police Department Security Fencing	0	0	30,000	0	0	0	0	0	0	0	30,000
628 LED Streetlight Replacement	0	1,150,000	0	0	0	0	0	0	0	0	1,150,000
636 Electric Vehicle (EV) Charging Stations	0	0	75,000	0	0	50,000	0	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
656 River Bank Stabilization Projects	0	1,000,000	0	0	0	0	0	0	0	0	1,000,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

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**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

Page 6

PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
659 North Main Street Corridor Improvements	0	0	0	0	0	200,000	0	0	0	0	200,000
Total General /G.O. Bonds	10,669,000	61,344,775	17,012,500	41,282,000	33,139,000	26,599,000	9,539,500	7,136,500	26,402,500	27,773,100	260,897,875
<u>General /Capital Transfer</u>											
575 Police Vehicle & Equipment Replacement	280,000	280,000	285,000	285,000	290,000	290,000	295,000	295,000	295,000	295,000	2,890,000
2 Information Technology Hardware & Software Replacement	187,500	219,750	240,750	228,750	220,000	222,750	146,250	317,000	337,500	231,000	2,351,250
631 Multi-Function Photocopy Machines	38,000	32,000	30,000	30,000	44,000	37,000	41,000	47,000	32,000	47,000	378,000
477 Library Equipment Replacement	24,000	25,000	0	0	0	0	0	0	0	0	49,000
443 City-Wide Community Center	20,000	0	0	0	0	0	0	0	0	0	20,000
521 Police Firearms Range Improvements	15,000	0	20,000	0	0	0	0	0	0	0	35,000
630 Police Computer Crimes Hardware and Equipment	12,000	0	0	0	0	0	0	0	0	0	12,000
644 Street Tree Planting	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
297 Geographic Information Systems (GIS)	0	0	0	0	10,000	0	0	0	0	0	10,000
375 Fire Department Boats	0	22,500	22,500	0	0	0	0	0	0	0	45,000
376 Fire Department Hose & Equipment Replacement	0	35,000	0	0	0	0	0	0	0	0	35,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
522 Patrol Rifle Replacements	0	0	0	0	0	30,000	30,000	0	0	30,000	90,000
555 Handgun Replacement	0	0	70,000	0	0	0	0	0	0	0	70,000
557 Memorial Field	0	0	50,000	0	0	0	0	0	0	0	50,000
573 Fire Department Personnel Protective Equipment	0	0	0	0	425,000	0	0	0	0	0	425,000
599 Zoning Update	0	0	0	200,000	0	0	0	0	0	0	200,000
600 Impact Fee Ordinance Update	0	0	0	100,000	0	0	0	0	0	0	100,000
601 Design Guidelines Update	0	0	0	100,000	0	0	0	0	0	0	100,000
607 Video System Replacement	0	0	10,000	0	0	0	0	0	0	0	10,000
615 Fiber System Replacement	0	25,000	500,000	0	0	0	0	0	0	0	525,000
621 Police Department Booking Room Renovations	0	40,000	0	0	0	0	0	0	0	0	40,000
Total General /Capital Transfer	586,500	689,250	1,238,250	953,750	999,000	589,750	522,250	669,000	674,500	613,000	7,535,250
<u>General /Highway Reserve</u>											
78 Annual Highway Improvement Program	2,861,000	2,795,000	2,600,000	3,250,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	3,550,000	32,206,000
520 Intersection Safety Improvements	15,000	150,000	100,000	100,000	100,000	100,000	0	0	0	0	565,000
230 Opticom Replacement	0	0	20,000	0	0	20,000	0	0	20,000	0	60,000

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PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
518 Bridge and Dam Maintenance / Repairs	0	125,000	75,000	0	0	0	0	0	0	0	200,000
Total General /Highway Reserve	2,876,000	3,070,000	2,795,000	3,350,000	3,350,000	3,520,000	3,400,000	3,550,000	3,570,000	3,550,000	33,031,000
<u>General /Donations</u>											
60 Kiwanis (Waterfront) Park	500,000 *	0	0	0	0	0	0	0	0	0	500,000
543 Merrimack River Greenway Trail Project	176,000 *	80,000	2,000,000	1,222,000	1,100,000	0	0	0	0	0	4,578,000
83 Storm Water Improvements	165,000 *	1,650,000	0	0	0	0	0	0	0	0	1,815,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	35,000 *	0	0	0	0	0	0	0	0	0	35,000
443 City-Wide Community Center	15,000 *	0	0	0	0	0	0	0	0	0	15,000
59 Terrill Park	0	0	0	2,500,000	0	0	0	0	0	0	2,500,000
68 Library	0	0	0	233,500	2,335,000	0	0	0	0	0	2,568,500
502 Whitney Road Extension	0	0	2,350,000	25,700,000	0	0	0	0	0	0	28,050,000
515 Golf Course Winter Recreation Improvements	0	250,000	100,000	0	0	0	0	0	0	0	350,000
519 Manchester Street/Old Turnpike Road Intersection Improvements	0	0	0	0	2,200,000	0	0	0	0	0	2,200,000
557 Memorial Field	0	250,000	100,000	0	0	0	0	0	0	0	350,000

***Excluded from Budget Appropriation**

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CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Total General /Donations	891,000	2,230,000	4,550,000	29,655,500	5,635,000	0	0	0	0	0	42,961,500
<u>General /Building Imp Reserve</u>											
527 Fire Department EMS Equipment Replacement	0	0	0	0	0	0	0	0	0	76,000	76,000
Total General /Building Imp Reserve	0	0	0	0	0	0	0	0	0	76,000	76,000
<u>Other /Tax Increment Financing</u>											
83 Storm Water Improvements	100,000 *	1,000,000	0	0	0	0	0	0	0	0	1,100,000
18 Storrs Street Extension, North & South	0	0	0	1,100,000	8,750,000	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	100,000	1,000,000	0	1,100,000	8,750,000	0	0	0	0	400,000	11,350,000
<u>Other /Trust</u>											
639 Full Measure and List	385,000	0	0	0	0	0	0	0	0	0	385,000
588 Loudon Road Bridge Improvement Project	0	1,959,113	0	0	0	0	0	0	0	0	1,959,113
Total Other /Trust	385,000	1,959,113	0	0	0	0	0	0	0	0	2,344,113
<u>Other /Capital Close-out</u>											
4 Fire Department Vehicle Replacement	55,568	0	0	0	0	0	0	0	0	0	55,568

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PROJECT BY FUNDING SOURCE**

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PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
518 Bridge and Dam Maintenance / Repairs	46,519	0	0	0	0	0	0	0	0	0	46,519
235 Golf Course Grounds Improvements	27,894	0	0	0	0	0	0	0	0	0	27,894
36 Manchester Street / Route 3 South	26,646	0	0	0	0	0	0	0	0	0	26,646
51 White Park	18,036	0	0	0	0	0	0	0	0	0	18,036
643 Police Headquarters (New)	6,800	0	0	0	0	0	0	0	0	0	6,800
569 Parks and Cemeteries Small Turf Equipment	766	0	0	0	0	0	0	0	0	0	766
587 Cemetery Improvements	510	0	0	0	0	0	0	0	0	0	510
63 City Wide Recreation Facility Improvements	0	14,968	0	0	0	0	0	0	0	0	14,968
Total Other /Capital Close-out	182,739	14,968	0	0	0	0	0	0	0	0	197,707
<u>Other /Federal</u>											
60 Kiwanis (Waterfront) Park	500,000 *	0	0	0	0	0	0	0	0	0	500,000
31 Broadway / West Street Intersection Improvements (McKee Square)	0	0	3,360,000	0	0	0	0	0	0	0	3,360,000
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	0	470,250	0	0	470,250
72 Runway Pavement Improvements	0	500,000	1,040,000	6,220,000	0	19,800	0	0	0	0	7,779,800

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CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	693,000	0	0	0	0	0	0	0	693,000
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	0	165,000	1,100,000	0	0	0	1,265,000
471 Airport Fuel Farm	0	0	0	0	550,000	0	0	0	0	0	550,000
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	205,200	205,200	0	0	0	0	0	0	410,400
534 Tie Down Rehabilitation and Expansion	0	0	0	0	0	165,000	742,500	1,188,000	0	0	2,095,500
536 Hangar Replacement	0	0	0	0	0	0	0	0	1,624,700	0	1,624,700
567 Penacook Riverfront Parks	0	0	500,000	0	0	0	0	0	0	0	500,000
572 Airport Master Plan	0	225,000	0	0	0	0	0	0	0	0	225,000
588 Loudon Road Bridge Improvement Project	0	18,357,552	0	0	0	0	0	0	0	0	18,357,552
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	500,000	19,552,552	5,878,200	6,505,200	630,000	429,800	1,842,500	1,658,250	1,624,700	0	38,621,202
<u>Other /State</u>											
36 Manchester Street / Route 3 South	280,000	0	9,200,000	0	0	0	0	0	0	0	9,480,000

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PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	0	26,125	0	0	26,125
72 Runway Pavement Improvements	0	27,778	65,000	345,556	0	1,100	0	0	0	0	439,434
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	38,500	0	0	0	0	0	0	0	38,500
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	0	9,168	61,112	0	0	0	70,280
471 Airport Fuel Farm	0	0	0	0	30,556	0	0	0	0	0	30,556
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	11,400	11,400	0	0	0	0	0	0	22,800
534 Tie Down Rehabilitation and Expansion	0	0	0	0	0	9,162	41,250	66,000	0	0	116,412
536 Hangar Replacement	0	0	0	0	0	0	0	0	89,650	0	89,650
543 Merrimack River Greenway Trail Project	0	0	0	0	8,800,000	0	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	270,000	2,400,000	0	0	0	0	0	0	0	2,670,000
Total Other /State	280,000	310,278	11,714,900	356,956	8,830,556	19,430	102,362	92,125	89,650	0	21,796,257

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CAPITAL IMPROVEMENT
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PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
<u>Parking /G.O. Bonds</u>											
403 Parking Division Vehicle and Equipment Replacement Program	0	0	60,000	0	0	65,000	0	0	0	0	125,000
432 State Street Parking Garage (Formerly Firehouse Block)	0	785,000	11,945,000	0	0	0	0	0	200,000	1,500,000	14,430,000
433 School Street Parking Garage (Formerly Durgin Block)	0	1,190,000	0	0	0	0	0	5,720,000	0	0	6,910,000
529 Storrs Street Parking Garage (Formerly Capital Commons)	0	0	0	1,815,000	0	0	0	11,000,000	0	0	12,815,000
595 Parking Meters	0	0	0	800,000	1,550,000	0	0	0	0	0	2,350,000
596 Surface Lots	0	495,000	0	0	819,500	0	957,000	0	0	0	2,271,500
597 Parking Beacons	0	0	0	275,000	0	0	0	0	0	0	275,000
627 Parking Strategic Plan	0	0	0	0	0	0	0	305,000	0	0	305,000
Total Parking /G.O. Bonds	0	2,470,000	12,005,000	2,890,000	2,369,500	65,000	957,000	17,025,000	200,000	1,500,000	39,481,500
<u>Parking /Capital Transfer</u>											
595 Parking Meters	80,000	0	0	0	0	0	0	0	0	0	80,000
433 School Street Parking Garage (Formerly Durgin Block)	10,000	0	0	0	0	0	0	0	0	0	10,000

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PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
529 Storrs Street Parking Garage (Formerly Capital Commons)	10,000	0	0	0	0	0	0	0	0	0	10,000
597 Parking Beacons	0	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Total Parking /Capital Transfer	100,000	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	130,000

Arena /G.O. Bonds

64 Arena Improvements	0	0	0	0	70,000	0	0	0	0	0	70,000
Total Arena /G.O. Bonds	0	0	0	0	70,000	0	0	0	0	0	70,000

Golf /G.O. Bonds

107 Golf Course Club House and Maintenance Buildings	900,000	60,000	125,000	45,000	35,000	35,000	45,000	100,000	100,000	50,000	1,495,000
530 Golf Course Equipment	90,000	80,000	35,000	90,000	65,000	35,000	90,000	90,000	35,000	65,000	675,000
235 Golf Course Grounds Improvements	60,000	60,000	200,000	25,000	35,000	50,000	50,000	35,000	50,000	150,000	715,000
Total Golf /G.O. Bonds	1,050,000	200,000	360,000	160,000	135,000	120,000	185,000	225,000	185,000	265,000	2,885,000

Airport /G.O. Bonds

383 New Airport Terminal Building	1,427,110	0	0	0	0	0	0	0	0	0	1,427,110
72 Runway Pavement Improvements	0	0	65,000	345,556	0	0	0	0	0	0	410,556
514 Airport Parking Lot Improvements	0	0	0	0	0	0	0	0	0	176,000	176,000

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**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Total Airport /G.O. Bonds	1,427,110	0	65,000	345,556	0	0	0	0	0	176,000	2,013,666
<u>Airport /Capital Transfer</u>											
75 General Airport Repairs	10,000	0	10,000	0	10,000	0	10,000	0	10,000	0	50,000
71 Runway Protection Zones: Property Acquisition	0	0	0	0	0	0	0	26,125	0	0	26,125
72 Runway Pavement Improvements	0	32,778	0	0	0	1,100	0	0	0	0	33,878
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	38,500	0	0	0	0	0	0	0	38,500
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	0	0	9,168	9,412	0	0	0	18,580
471 Airport Fuel Farm	0	0	0	0	30,556	0	0	0	0	0	30,556
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	11,400	11,400	0	0	0	0	0	0	22,800
534 Tie Down Rehabilitation and Expansion	0	0	0	0	0	9,162	41,250	66,000	0	0	116,412
536 Hangar Replacement	0	0	0	0	0	0	0	0	89,650	0	89,650
572 Airport Master Plan	0	12,500	0	0	0	0	0	0	0	0	12,500
Total Airport /Capital Transfer	10,000	45,278	59,900	11,400	40,556	19,430	60,662	92,125	99,650	0	439,001

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PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
<u>Airport /Federal</u>											
383 New Airport Terminal Building	3,508,925	0	0	0	0	0	0	0	0	0	3,508,925
72 Runway Pavement Improvements	0	90,000	0	0	0	0	0	0	0	0	90,000
Total Airport /Federal	3,508,925	90,000	0	0	0	0	0	0	0	0	3,598,925
<u>Airport /State</u>											
383 New Airport Terminal Building	121,710	0	0	0	0	0	0	0	0	0	121,710
72 Runway Pavement Improvements	0	5,000	0	0	0	0	0	0	0	0	5,000
Total Airport /State	121,710	5,000	0	0	0	0	0	0	0	0	126,710
<u>Water /G.O. Bonds</u>											
84 Water Main Cleaning & Lining	550,000	0	0	0	0	0	260,000	500,000	475,000	585,000	2,370,000
244 Water Meter Replacement Program	250,000	250,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	2,700,000
83 Storm Water Improvements	235,000 *	2,350,000	0	0	0	0	0	0	0	0	2,585,000
372 Water System Pump Station Improvements	180,000	1,020,000	0	0	0	0	0	550,000	0	0	1,750,000
121 Vehicle & Equipment Replacement Program	175,000	82,000	0	220,000	252,000	82,000	412,000	246,000	120,000	323,000	1,912,000

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PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
482 Water System Asset Management	90,000	0	0	0	0	0	0	0	75,000	0	165,000
88 Water Plant Improvements	80,000	100,000	400,000	400,000	0	950,000	1,025,000	120,000	250,000	300,000	3,625,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	50,000	355,000	335,000	335,000	150,000	0	0	0	0	15,000	1,240,000
347 Water Storage Tank Repairs	40,000	50,000	55,000	55,000	80,000	0	50,000	60,000	55,000	65,000	510,000
36 Manchester Street / Route 3 South	0	0	160,000	0	0	0	0	0	0	0	160,000
43 Garvins Falls Development Area	0	0	0	0	0	0	0	0	0	875,000	875,000
85 Water Main Replacement	0	1,130,000	0	0	0	0	2,000,000	0	0	5,000,000	8,130,000
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	75,000	0	75,000
345 Water Supply Well Field Maintenance	0	0	0	0	150,000	0	0	0	0	2,000,000	2,150,000
588 Loudon Road Bridge Improvement Project	0	300,000	0	0	0	0	0	0	0	0	300,000
636 Electric Vehicle (EV) Charging Stations	0	0	0	25,000	0	0	0	0	0	0	25,000
Total Water /G.O. Bonds	1,650,000	7,237,000	1,225,000	1,310,000	907,000	1,307,000	4,022,000	1,751,000	1,325,000	9,438,000	30,172,000

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PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
<u>Water /Capital Transfer</u>											
244 Water Meter Replacement Program	150,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,275,000
321 Water System Master Plan & Implementation	40,000	0	80,000	40,000	90,000	0	0	70,000	0	0	320,000
525 Telephone System Replacement Program	37,500	0	0	0	0	0	0	0	0	0	37,500
2 Information Technology Hardware & Software Replacement	31,250	36,625	40,125	38,125	44,250	37,125	24,375	52,875	56,250	38,500	399,500
124 Water System SCADA Improvements	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	35,000	35,000	310,000
88 Water Plant Improvements	0	0	0	0	0	0	0	0	25,000	0	25,000
297 Geographic Information Systems (GIS)	0	0	0	0	10,000	0	0	0	0	0	10,000
451 Leak Detection	0	10,000	0	0	0	0	15,000	0	0	0	25,000
Total Water /Capital Transfer	288,750	201,625	275,125	233,125	299,250	192,125	194,375	277,875	241,250	198,500	2,402,000
<u>Sewer /G.O. Bonds</u>											
91 Sewer Main Rehabilitation and Construction	16,900,000	0	0	0	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	24,100,000
275 Sewer Pump Station Improvements	7,700,000	0	250,000	0	0	0	0	0	0	0	7,950,000

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PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
104 Hall Street Waste Water Treatment Plant Improvements	5,040,000	0	1,400,000	505,000	4,555,000	3,065,000	3,575,000	6,875,000	2,990,000	1,500,000	29,505,000
647 Inflow & Infiltration Removal	270,000	55,000	0	0	0	0	0	0	0	0	325,000
121 Vehicle & Equipment Replacement Program	95,000	180,000	180,000	123,000	255,000	287,000	257,000	415,000	525,000	25,000	2,342,000
636 Electric Vehicle (EV) Charging Stations	75,000	0	0	0	0	0	0	0	0	0	75,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	50,000	355,000	335,000	335,000	150,000	0	0	0	0	15,000	1,240,000
36 Manchester Street / Route 3 South	0	0	500,000	0	0	0	0	0	0	0	500,000
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	275,000	4,300,000	0	640,000	1,000,000	6,215,000
410 Sewer Video Inspection Equipment	0	0	0	0	0	0	0	80,000	0	0	80,000
466 Penacook Waste Water Treatment Plant Improvements	0	30,000	2,690,000	225,000	690,000	860,000	320,000	300,000	0	0	5,115,000
Total Sewer /G.O. Bonds	30,130,000	620,000	5,355,000	1,188,000	6,850,000	5,687,000	9,652,000	8,870,000	5,355,000	6,615,000	80,322,000

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PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
<u>Sewer /Capital Transfer</u>											
91 Sewer Main Rehabilitation and Construction	40,000	40,000	40,000	40,000	40,000	40,000	40,000	160,000	70,000	70,000	580,000
525 Telephone System Replacement Program	37,500	0	0	0	0	0	0	0	0	0	37,500
2 Information Technology Hardware & Software Replacement	31,250	36,625	40,125	38,125	44,250	37,125	24,375	52,875	56,250	38,500	399,500
297 Geographic Information Systems (GIS)	0	0	0	0	10,000	0	0	0	0	0	10,000
410 Sewer Video Inspection Equipment	0	0	20,000	0	0	0	0	0	0	0	20,000
Total Sewer /Capital Transfer	108,750	76,625	100,125	78,125	94,250	77,125	64,375	212,875	126,250	108,500	1,047,000
<u>Solid Waste /Capital Transfer</u>											
447 Landfill Soil Vapor Extraction Systems	0	0	0	0	15,000	25,000	0	0	0	0	40,000
Total Solid Waste /Capital Transfer	0	0	0	0	15,000	25,000	0	0	0	0	40,000
<u>Solid Waste /G.O. Bonds</u>											
447 Landfill Soil Vapor Extraction Systems	80,000	0	0	0	45,000	0	0	0	0	0	125,000
Total Solid Waste /G.O. Bonds	80,000	0	0	0	45,000	0	0	0	0	0	125,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE**

PROJECT NUMBER AND DESCRIPTION

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Grand Total	54,945,484	101,116,464	62,634,000	89,419,612	72,164,112	38,655,660	30,547,024	41,564,750	39,898,500	50,718,100	581,663,706

*Excluded from Budget Appropriation

CITY OF CONCORD, NEW HAMPSHIRE

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**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
<u>Airport</u>											
71 Runway Protection Zones: Property Acquisition											
Airport Capital Transfer	0	0	0	0	0	0	0	26,125	0	0	26,125
Other Federal	0	0	0	0	0	0	0	470,250	0	0	470,250
Other State	0	0	0	0	0	0	0	26,125	0	0	26,125
Subtotal	0	0	0	0	0	0	0	522,500	0	0	522,500
72 Runway Pavement Improvements											
Airport Capital Transfer	0	32,778	0	0	0	1,100	0	0	0	0	33,878
Airport Federal	0	90,000	0	0	0	0	0	0	0	0	90,000
Airport G.O. Bonds	0	0	65,000	345,556	0	0	0	0	0	0	410,556
Airport State	0	5,000	0	0	0	0	0	0	0	0	5,000
Other Federal	0	500,000	1,040,000	6,220,000	0	19,800	0	0	0	0	7,779,800
Other State	0	27,778	65,000	345,556	0	1,100	0	0	0	0	439,434
Subtotal	0	655,556	1,170,000	6,911,112	0	22,000	0	0	0	0	8,758,668
75 General Airport Repairs											
Airport Capital Transfer	10,000	0	10,000	0	10,000	0	10,000	0	10,000	0	50,000
Subtotal	10,000	0	10,000	0	10,000	0	10,000	0	10,000	0	50,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility											
Airport Capital Transfer	0	0	38,500	0	0	0	0	0	0	0	38,500
Other Federal	0	0	693,000	0	0	0	0	0	0	0	693,000
Other State	0	0	38,500	0	0	0	0	0	0	0	38,500
Subtotal	0	0	770,000	0	0	0	0	0	0	0	770,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

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**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

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PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
383 New Airport Terminal Building											
Airport Federal	3,508,925	0	0	0	0	0	0	0	0	0	3,508,925
Airport G.O. Bonds	1,427,110	0	0	0	0	0	0	0	0	0	1,427,110
Airport State	121,710	0	0	0	0	0	0	0	0	0	121,710
Subtotal	5,057,745	0	0	0	0	0	0	0	0	0	5,057,745
468 Reconstruct Taxiway A & Itinerant Ramp											
Airport Capital Transfer	0	0	0	0	0	9,168	9,412	0	0	0	18,580
Other Federal	0	0	0	0	0	165,000	1,100,000	0	0	0	1,265,000
Other State	0	0	0	0	0	9,168	61,112	0	0	0	70,280
Subtotal	0	0	0	0	0	183,336	1,170,524	0	0	0	1,353,860
471 Airport Fuel Farm											
Airport Capital Transfer	0	0	0	0	30,556	0	0	0	0	0	30,556
Other Federal	0	0	0	0	550,000	0	0	0	0	0	550,000
Other State	0	0	0	0	30,556	0	0	0	0	0	30,556
Subtotal	0	0	0	0	611,112	0	0	0	0	0	611,112
492 Runway Protection Zone (RPZ) Obstruction Removal											
Airport Capital Transfer	0	0	11,400	11,400	0	0	0	0	0	0	22,800
Other Federal	0	0	205,200	205,200	0	0	0	0	0	0	410,400
Other State	0	0	11,400	11,400	0	0	0	0	0	0	22,800
Subtotal	0	0	228,000	228,000	0	0	0	0	0	0	456,000
514 Airport Parking Lot Improvements											
Airport G.O. Bonds	0	0	0	0	0	0	0	0	0	176,000	176,000
Subtotal	0	0	0	0	0	0	0	0	0	176,000	176,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
534 Tie Down Rehabilitation and Expansion											
Airport Capital Transfer	0	0	0	0	0	9,162	41,250	66,000	0	0	116,412
Other Federal	0	0	0	0	0	165,000	742,500	1,188,000	0	0	2,095,500
Other State	0	0	0	0	0	9,162	41,250	66,000	0	0	116,412
Subtotal	0	0	0	0	0	183,324	825,000	1,320,000	0	0	2,328,324
536 Hangar Replacement											
Airport Capital Transfer	0	0	0	0	0	0	0	0	89,650	0	89,650
Other Federal	0	0	0	0	0	0	0	0	1,624,700	0	1,624,700
Other State	0	0	0	0	0	0	0	0	89,650	0	89,650
Subtotal	0	0	0	0	0	0	0	0	1,804,000	0	1,804,000
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	5,067,745	905,556	2,178,000	7,139,112	621,112	388,660	2,005,524	1,842,500	1,814,000	176,000	22,138,209
<u>Arena</u>											
64 Arena Improvements											
Arena G.O. Bonds	0	0	0	0	70,000	0	0	0	0	0	70,000
General G.O. Bonds	0	500,000	0	431,500	200,000	0	75,000	0	150,000	0	1,356,500
Subtotal	0	500,000	0	431,500	270,000	0	75,000	0	150,000	0	1,426,500
Total Arena	0	500,000	0	431,500	270,000	0	75,000	0	150,000	0	1,426,500

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

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**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

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PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
<u>Bridges</u>											
518 Bridge and Dam Maintenance / Repairs											
General G.O. Bonds	305,000	300,000	0	0	0	0	0	0	0	0	605,000
General Highway Reserve	0	125,000	75,000	0	0	0	0	0	0	0	200,000
Other Capital Close-out	46,519	0	0	0	0	0	0	0	0	0	46,519
Subtotal	351,519	425,000	75,000	0	0	0	0	0	0	0	851,519
588 Loudon Road Bridge Improvement Project											
General G.O. Bonds	0	2,630,275	0	0	0	0	0	0	0	0	2,630,275
Other Federal	0	18,357,552	0	0	0	0	0	0	0	0	18,357,552
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	23,246,940	0	0	0	0	0	0	0	0	23,246,940
602 Iron Works Road Bridge Replacement Project											
General G.O. Bonds	0	67,500	600,000	0	0	0	0	0	0	0	667,500
Other State	0	270,000	2,400,000	0	0	0	0	0	0	0	2,670,000
Subtotal	0	337,500	3,000,000	0	0	0	0	0	0	0	3,337,500
Total Bridges	351,519	24,009,440	3,075,000	0	0	0	0	0	0	0	27,435,959
<u>Cemeteries</u>											
587 Cemetery Improvements											
General G.O. Bonds	150,000	300,000	400,000	350,000	230,000	70,000	150,000	0	2,300,000	650,000	4,600,000
Other Capital Close-out	510	0	0	0	0	0	0	0	0	0	510
Subtotal	150,510	300,000	400,000	350,000	230,000	70,000	150,000	0	2,300,000	650,000	4,600,510

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Total Cemeteries	150,510	300,000	400,000	350,000	230,000	70,000	150,000	0	2,300,000	650,000	4,600,510

Community Planning/Implementation

563 Master Plan Update

General G.O. Bonds	0	400,000	0	0	0	0	0	0	0	0	400,000
Subtotal	0	400,000	0	0	0	0	0	0	0	0	400,000

599 Zoning Update

General Capital Transfer	0	0	0	200,000	0	0	0	0	0	0	200,000
Subtotal	0	0	0	200,000	0	0	0	0	0	0	200,000

600 Impact Fee Ordinance Update

General Capital Transfer	0	0	0	100,000	0	0	0	0	0	0	100,000
Subtotal	0	0	0	100,000	0	0	0	0	0	0	100,000

601 Design Guidelines Update

General Capital Transfer	0	0	0	100,000	0	0	0	0	0	0	100,000
Subtotal	0	0	0	100,000	0	0	0	0	0	0	100,000

Total Community Planning/Implementation	0	400,000	0	400,000	0	0	0	0	0	0	800,000

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

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**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

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PROJECT NUMBER AND DESCRIPTION

	FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
579 Downtown Squares												
	General G.O. Bonds	100,000	0	1,700,000	0	0	0	0	0	0	0	1,800,000
	Subtotal	100,000	0	1,700,000	0	0	0	0	0	0	0	1,800,000
589 Downtown Corridor Streetscape Improvement Project												
	General G.O. Bonds	0	0	0	0	620,000	850,000	610,000	450,000	450,000	360,000	3,340,000
	Subtotal	0	0	0	0	620,000	850,000	610,000	450,000	450,000	360,000	3,340,000
590 Downtown Civic District Sidewalk Replacement												
	General G.O. Bonds	10,000	515,000	0	0	750,000	0	0	0	0	0	1,275,000
	Subtotal	10,000	515,000	0	0	750,000	0	0	0	0	0	1,275,000
644 Street Tree Planting												
	General Capital Transfer	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
	Subtotal	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Total Downtown		120,000	525,000	1,710,000	10,000	1,380,000	860,000	620,000	460,000	460,000	770,000	6,915,000

Economic Development

43 Garvins Falls Development Area

General G.O. Bonds	0	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	0	2,875,000	2,875,000
Water G.O. Bonds	0	0	0	0	0	0	0	0	0	0	875,000	875,000
Subtotal	0	0	0	0	0	0	0	0	0	0	13,950,000	13,950,000

639 Full Measure and List

Other Trust	385,000	0	0	0	0	0	0	0	0	0	0	385,000
Subtotal	385,000	0	0	0	0	0	0	0	0	0	0	385,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Total Economic Development	385,000	0	0	0	0	0	0	0	0	13,950,000	14,335,000
<u>Fire Vehicles</u>											
4 Fire Department Vehicle Replacement											
General G.O. Bonds	1,115,000	1,170,000	1,165,000	2,230,000	1,735,000	355,000	2,500,000	2,015,000	550,000	0	12,835,000
Other Capital Close-out	55,568	0	0	0	0	0	0	0	0	0	55,568
Subtotal	1,170,568	1,170,000	1,165,000	2,230,000	1,735,000	355,000	2,500,000	2,015,000	550,000	0	12,890,568
375 Fire Department Boats											
General Capital Transfer	0	22,500	22,500	0	0	0	0	0	0	0	45,000
General G.O. Bonds	0	0	0	0	0	0	65,000	0	0	0	65,000
Subtotal	0	22,500	22,500	0	0	0	65,000	0	0	0	110,000
Total Fire Vehicles	1,170,568	1,192,500	1,187,500	2,230,000	1,735,000	355,000	2,565,000	2,015,000	550,000	0	13,000,568
<u>Golf</u>											
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	900,000	60,000	125,000	45,000	35,000	35,000	45,000	100,000	100,000	50,000	1,495,000
Subtotal	900,000	4,560,000	125,000	45,000	35,000	35,000	45,000	100,000	100,000	50,000	5,995,000
235 Golf Course Grounds Improvements											
General G.O. Bonds	375,000	400,000	0	0	0	0	0	0	0	0	775,000
Golf G.O. Bonds	60,000	60,000	200,000	25,000	35,000	50,000	50,000	35,000	50,000	150,000	715,000
Other Capital Close-out	27,894	0	0	0	0	0	0	0	0	0	27,894
Subtotal	462,894	460,000	200,000	25,000	35,000	50,000	50,000	35,000	50,000	150,000	1,517,894

***Excluded from Budget Appropriation**

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**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

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PROJECT NUMBER AND DESCRIPTION

	FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
530 Golf Course Equipment												
	Golf G.O. Bonds	90,000	80,000	35,000	90,000	65,000	35,000	90,000	90,000	35,000	65,000	675,000
	Subtotal	90,000	80,000	35,000	90,000	65,000	35,000	90,000	90,000	35,000	65,000	675,000
Total Golf		1,452,894	5,100,000	360,000	160,000	135,000	120,000	185,000	225,000	185,000	265,000	8,187,894

GSD Vehicles

121 Vehicle & Equipment Replacement Program

General G.O. Bonds	1,185,000	1,763,000	1,812,000	1,871,000	1,602,000	2,129,000	2,269,000	2,239,000	2,081,000	2,586,000	19,537,000
Sewer G.O. Bonds	95,000	180,000	180,000	123,000	255,000	287,000	257,000	415,000	525,000	25,000	2,342,000
Water G.O. Bonds	175,000	82,000	0	220,000	252,000	82,000	412,000	246,000	120,000	323,000	1,912,000
Subtotal	1,455,000	2,025,000	1,992,000	2,214,000	2,109,000	2,498,000	2,938,000	2,900,000	2,726,000	2,934,000	23,791,000
Total GSD Vehicles	1,455,000	2,025,000	1,992,000	2,214,000	2,109,000	2,498,000	2,938,000	2,900,000	2,726,000	2,934,000	23,791,000

Information Technology & Communications

2 Information Technology Hardware & Software Replacement

General Capital Transfer	187,500	219,750	240,750	228,750	220,000	222,750	146,250	317,000	337,500	231,000	2,351,250
Sewer Capital Transfer	31,250	36,625	40,125	38,125	44,250	37,125	24,375	52,875	56,250	38,500	399,500
Water Capital Transfer	31,250	36,625	40,125	38,125	44,250	37,125	24,375	52,875	56,250	38,500	399,500
Subtotal	250,000	293,000	321,000	305,000	308,500	297,000	195,000	422,750	450,000	308,000	3,150,250

297 Geographic Information Systems (GIS)

General Capital Transfer	0	0	0	0	10,000	0	0	0	0	0	10,000
Sewer Capital Transfer	0	0	0	0	10,000	0	0	0	0	0	10,000
Water Capital Transfer	0	0	0	0	10,000	0	0	0	0	0	10,000
Subtotal	0	0	0	0	30,000	0	0	0	0	0	30,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
477 Library Equipment Replacement											
General Capital Transfer	24,000	25,000	0	0	0	0	0	0	0	0	49,000
Subtotal	24,000	25,000	0	0	0	0	0	0	0	0	49,000
525 Telephone System Replacement Program											
General G.O. Bonds	225,000	0	0	0	0	0	0	0	0	0	225,000
Sewer Capital Transfer	37,500	0	0	0	0	0	0	0	0	0	37,500
Water Capital Transfer	37,500	0	0	0	0	0	0	0	0	0	37,500
Subtotal	300,000	0	0	0	0	0	0	0	0	0	300,000
615 Fiber System Replacement											
General Capital Transfer	0	25,000	500,000	0	0	0	0	0	0	0	525,000
Subtotal	0	25,000	500,000	0	0	0	0	0	0	0	525,000
631 Multi-Function Photocopy Machines											
General Capital Transfer	38,000	32,000	30,000	30,000	44,000	37,000	41,000	47,000	32,000	47,000	378,000
Subtotal	38,000	32,000	30,000	30,000	44,000	37,000	41,000	47,000	32,000	47,000	378,000
Total Information Technology & Communications	612,000	375,000	851,000	335,000	382,500	334,000	236,000	469,750	482,000	355,000	4,432,250

Intersections

31 Broadway / West Street Intersection Improvements (McKee Square)

General G.O. Bonds	0	840,000	0	0	0	0	0	0	0	0	840,000
Other Federal	0	0	3,360,000	0	0	0	0	0	0	0	3,360,000
Subtotal	0	840,000	3,360,000	0	0	0	0	0	0	0	4,200,000

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CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

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PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
283 Traffic Signals and Traffic Operations Improvements											
General G.O. Bonds	760,000	1,219,000	630,500	633,000	652,000	760,000	680,500	690,500	711,500	733,500	7,470,500
Subtotal	760,000	1,219,000	630,500	633,000	652,000	760,000	680,500	690,500	711,500	733,500	7,470,500
519 Manchester Street/Old Turnpike Road Intersection Improvements											
General Donations	0	0	0	0	2,200,000	0	0	0	0	0	2,200,000
Subtotal	0	0	0	0	2,200,000	0	0	0	0	0	2,200,000
520 Intersection Safety Improvements											
General Highway Reserve	15,000	150,000	100,000	100,000	100,000	100,000	0	0	0	0	565,000
Subtotal	15,000	150,000	100,000	100,000	100,000	100,000	0	0	0	0	565,000
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	400,000	4,000,000	0	0	0	0	0	0	4,400,000
Subtotal	0	0	400,000	4,000,000	0	0	0	0	0	0	4,400,000
661 Traffic Signals: Gridsmart Processor Replacement											
General G.O. Bonds	35,000	35,000	0	0	0	0	0	0	60,000	0	130,000
Subtotal	35,000	35,000	0	0	0	0	0	0	60,000	0	130,000
Total Intersections	810,000	2,544,000	4,490,500	6,633,000	2,952,000	860,000	680,500	690,500	771,500	733,500	21,165,500

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

	FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
<u>Other Vehicles</u>												
569 Parks and Cemeteries Small Turf Equipment												
	General G.O. Bonds	110,000	185,000	105,000	0	80,000	45,000	40,000	0	0	0	565,000
	Other Capital Close-out	766	0	0	0	0	0	0	0	0	0	766
	Subtotal	110,766	185,000	105,000	0	80,000	45,000	40,000	0	0	0	565,766
575 Police Vehicle & Equipment Replacement												
	General Capital Transfer	280,000	280,000	285,000	285,000	290,000	290,000	295,000	295,000	295,000	295,000	2,890,000
	Subtotal	280,000	280,000	285,000	285,000	290,000	290,000	295,000	295,000	295,000	295,000	2,890,000
Total Other Vehicles		390,766	465,000	390,000	285,000	370,000	335,000	335,000	295,000	295,000	295,000	3,455,766
<u>Parking</u>												
403 Parking Division Vehicle and Equipment Replacement Program												
	Parking G.O. Bonds	0	0	60,000	0	0	65,000	0	0	0	0	125,000
	Subtotal	0	0	60,000	0	0	65,000	0	0	0	0	125,000
432 State Street Parking Garage (Formerly Firehouse Block)												
	Parking G.O. Bonds	0	785,000	11,945,000	0	0	0	0	0	200,000	1,500,000	14,430,000
	Subtotal	0	785,000	11,945,000	0	0	0	0	0	200,000	1,500,000	14,430,000
433 School Street Parking Garage (Formerly Durgin Block)												
	Parking Capital Transfer	10,000	0	0	0	0	0	0	0	0	0	10,000
	Parking G.O. Bonds	0	1,190,000	0	0	0	0	0	5,720,000	0	0	6,910,000
	Subtotal	10,000	1,190,000	0	0	0	0	0	5,720,000	0	0	6,920,000

*Excluded from Budget Appropriation

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**2025-2034
CAPITAL IMPROVEMENT
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PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
529 Storrs Street Parking Garage (Formerly Capital Commons)											
Parking Capital Transfer	10,000	0	0	0	0	0	0	0	0	0	10,000
Parking G.O. Bonds	0	0	0	1,815,000	0	0	0	11,000,000	0	0	12,815,000
Subtotal	10,000	0	0	1,815,000	0	0	0	11,000,000	0	0	12,825,000
595 Parking Meters											
Parking Capital Transfer	80,000	0	0	0	0	0	0	0	0	0	80,000
Parking G.O. Bonds	0	0	0	800,000	1,550,000	0	0	0	0	0	2,350,000
Subtotal	80,000	0	0	800,000	1,550,000	0	0	0	0	0	2,430,000
596 Surface Lots											
Parking G.O. Bonds	0	495,000	0	0	819,500	0	957,000	0	0	0	2,271,500
Subtotal	0	495,000	0	0	819,500	0	957,000	0	0	0	2,271,500
597 Parking Beacons											
Parking Capital Transfer	0	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Parking G.O. Bonds	0	0	0	275,000	0	0	0	0	0	0	275,000
Subtotal	0	0	0	275,000	5,000	5,000	5,000	5,000	5,000	5,000	305,000
627 Parking Strategic Plan											
Parking G.O. Bonds	0	0	0	0	0	0	0	305,000	0	0	305,000
Subtotal	0	0	0	0	0	0	0	305,000	0	0	305,000
Total Parking	100,000	2,470,000	12,005,000	2,890,000	2,374,500	70,000	962,000	17,030,000	205,000	1,505,000	39,611,500

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
<u>Parks and Open Space</u>											
51 White Park											
General G.O. Bonds	185,000	150,000	200,000	30,000	200,000	320,000	0	0	20,000	750,000	1,855,000
Other Capital Close-out	18,036	0	0	0	0	0	0	0	0	0	18,036
Subtotal	203,036	150,000	200,000	30,000	200,000	320,000	0	0	20,000	750,000	1,873,036
52 Keach Park											
General G.O. Bonds	0	125,000	250,000	0	0	90,000	0	0	110,000	700,000	1,275,000
Subtotal	0	125,000	250,000	0	0	90,000	0	0	110,000	700,000	1,275,000
54 Russell Martin Park											
General G.O. Bonds	0	0	0	0	0	0	0	1,125,000	1,125,000	350,000	2,600,000
Subtotal	0	0	0	0	0	0	0	1,125,000	1,125,000	350,000	2,600,000
55 Rolfe Park											
General G.O. Bonds	0	0	250,000	80,000	0	40,000	175,000	0	0	0	545,000
Subtotal	0	0	250,000	80,000	0	40,000	175,000	0	0	0	545,000
56 Rollins Park											
General G.O. Bonds	0	150,000	250,000	70,000	175,000	130,000	30,000	200,000	0	0	1,005,000
Subtotal	0	150,000	250,000	70,000	175,000	130,000	30,000	200,000	0	0	1,005,000
59 Terrill Park											
General Donations	0	0	0	2,500,000	0	0	0	0	0	0	2,500,000
General G.O. Bonds	0	0	0	2,500,000	0	500,000	800,000	60,000	0	0	3,860,000
Subtotal	0	0	0	5,000,000	0	500,000	800,000	60,000	0	0	6,360,000

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CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

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PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
60 Kiwanis (Waterfront) Park											
General Donations	500,000 *	0	0	0	0	0	0	0	0	0	500,000
General G.O. Bonds	0	0	0	0	0	0	0	0	0	3,500,000	3,500,000
Other Federal	500,000 *	0	0	0	0	0	0	0	0	0	500,000
Subtotal	1,000,000	0	0	0	0	0	0	0	0	3,500,000	4,500,000
358 Garrison Park											
General G.O. Bonds	0	70,000	0	250,000	0	0	0	0	175,000	0	495,000
Subtotal	0	70,000	0	250,000	0	0	0	0	175,000	0	495,000
359 Merrill Park											
General G.O. Bonds	0	250,000	0	0	0	115,000	130,000	0	0	200,000	695,000
Subtotal	0	250,000	0	0	0	115,000	130,000	0	0	200,000	695,000
360 Kimball Park											
General G.O. Bonds	15,000	0	0	0	325,000	80,000	0	0	0	0	420,000
Subtotal	15,000	0	0	0	325,000	80,000	0	0	0	0	420,000
515 Golf Course Winter Recreation Improvements											
General Donations	0	250,000	100,000	0	0	0	0	0	0	0	350,000
Subtotal	0	250,000	100,000	0	0	0	0	0	0	0	350,000
528 Pocket Parks											
General G.O. Bonds	0	0	30,000	0	0	50,000	0	0	0	350,000	430,000
Subtotal	0	0	30,000	0	0	50,000	0	0	0	350,000	430,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
557 Memorial Field											
General Capital Transfer	0	0	50,000	0	0	0	0	0	0	0	50,000
General Donations	0	250,000	100,000	0	0	0	0	0	0	0	350,000
General G.O. Bonds	0	250,000	50,000	0	0	0	0	0	0	0	300,000
Subtotal	0	500,000	200,000	0	0	0	0	0	0	0	700,000
567 Penacook Riverfront Parks											
General G.O. Bonds	0	0	0	0	0	0	0	100,000	0	0	100,000
Other Federal	0	0	500,000	0	0	0	0	0	0	0	500,000
Subtotal	0	0	500,000	0	0	0	0	100,000	0	0	600,000
Total Parks and Open Space	1,218,036	1,495,000	1,780,000	5,430,000	700,000	1,325,000	1,135,000	1,485,000	1,430,000	5,850,000	21,848,036
<u>Public Buildings</u>											
63 City Wide Recreation Facility Improvements											
General G.O. Bonds	0	1,260,000	200,000	0	0	520,000	0	0	0	0	1,980,000
Other Capital Close-out	0	14,968	0	0	0	0	0	0	0	0	14,968
Subtotal	0	1,274,968	200,000	0	0	520,000	0	0	0	0	1,994,968
65 City Hall Renovations											
General G.O. Bonds	375,000	1,090,000	250,000	12,060,000	405,000	40,000	0	0	1,390,000	0	15,610,000
Subtotal	375,000	1,090,000	250,000	12,060,000	405,000	40,000	0	0	1,390,000	0	15,610,000
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

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CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

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PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
252 Fire Station Improvements											
General G.O. Bonds	250,000	0	0	0	350,000	0	0	77,000	0	0	677,000
Subtotal	250,000	0	0	0	350,000	0	0	77,000	0	0	677,000
323 Combined Operations & Maintenance Facility (COMF) Improvements											
General Donations	35,000 *	0	0	0	0	0	0	0	0	0	35,000
General G.O. Bonds	90,000	375,000	335,000	335,000	150,000	0	0	0	0	30,000	1,315,000
Sewer G.O. Bonds	50,000	355,000	335,000	335,000	150,000	0	0	0	0	15,000	1,240,000
Water G.O. Bonds	50,000	355,000	335,000	335,000	150,000	0	0	0	0	15,000	1,240,000
Subtotal	225,000	1,085,000	1,005,000	1,005,000	450,000	0	0	0	0	60,000	3,830,000
443 City-Wide Community Center											
General Capital Transfer	20,000	0	0	0	0	0	0	0	0	0	20,000
General Donations	15,000 *	0	0	0	0	0	0	0	0	0	15,000
General G.O. Bonds	0	60,000	900,000	60,000	0	60,000	100,000	0	0	0	1,180,000
Subtotal	35,000	60,000	900,000	60,000	0	60,000	100,000	0	0	0	1,215,000
521 Police Firearms Range Improvements											
General Capital Transfer	15,000	0	20,000	0	0	0	0	0	0	0	35,000
Subtotal	15,000	0	20,000	0	0	0	0	0	0	0	35,000
551 Library Maintenance											
General G.O. Bonds	60,000	175,000	750,000	0	0	0	0	0	0	0	985,000
Subtotal	60,000	175,000	750,000	0	0	0	0	0	0	0	985,000
583 Heights Fire Station											
General G.O. Bonds	0	0	0	7,500,000	0	0	0	0	0	0	7,500,000
Subtotal	0	0	0	7,500,000	0	0	0	0	0	0	7,500,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
594 New Central Fire Station											
General G.O. Bonds	0	150,000	0	3,000,000	2,000,000	20,000,000	0	0	0	0	25,150,000
Subtotal	0	150,000	0	3,000,000	2,000,000	20,000,000	0	0	0	0	25,150,000
636 Electric Vehicle (EV) Charging Stations											
General G.O. Bonds	0	0	75,000	0	0	50,000	0	0	0	0	125,000
Sewer G.O. Bonds	75,000	0	0	0	0	0	0	0	0	0	75,000
Water G.O. Bonds	0	0	0	25,000	0	0	0	0	0	0	25,000
Subtotal	75,000	0	75,000	25,000	0	50,000	0	0	0	0	225,000
643 Police Headquarters (New)											
General G.O. Bonds	3,365,000	38,370,000	0	0	0	0	0	0	0	0	41,735,000
Other Capital Close-out	6,800	0	0	0	0	0	0	0	0	0	6,800
Subtotal	3,371,800	38,370,000	0	0	0	0	0	0	0	0	41,741,800
Total Public Buildings	4,406,800	42,604,968	3,200,000	25,985,000	26,555,000	20,670,000	100,000	77,000	1,390,000	60,000	125,048,768
<u>Public Safety</u>											
230 Opticom Replacement											
General Highway Reserve	0	0	20,000	0	0	20,000	0	0	20,000	0	60,000
Subtotal	0	0	20,000	0	0	20,000	0	0	20,000	0	60,000
305 Fire Department Communications Equipment											
General G.O. Bonds	0	0	820,000	0	0	0	150,000	0	0	0	970,000
Subtotal	0	0	820,000	0	0	0	150,000	0	0	0	970,000
335 Thermal Imaging Cameras											
General G.O. Bonds	60,000	0	0	0	0	60,000	0	0	0	0	120,000
Subtotal	60,000	0	0	0	0	60,000	0	0	0	0	120,000

***Excluded from Budget Appropriation**

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

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PROJECT NUMBER AND DESCRIPTION

	FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
368 Police Department Communications Equipment												
	General G.O. Bonds	120,000	0	80,000	0	0	0	180,000	180,000	100,000	0	660,000
	Subtotal	120,000	0	80,000	0	0	0	180,000	180,000	100,000	0	660,000
370 Police Department Ballistic Vest Replacement Program												
	General G.O. Bonds	40,000	40,000	0	0	0	0	85,000	0	0	0	165,000
	Subtotal	40,000	40,000	0	0	0	0	85,000	0	0	0	165,000
376 Fire Department Hose & Equipment Replacement												
	General Capital Transfer	0	35,000	0	0	0	0	0	0	0	0	35,000
	General G.O. Bonds	0	0	0	35,000	50,000	115,000	0	0	0	0	200,000
	Subtotal	0	35,000	0	35,000	50,000	115,000	0	0	0	0	235,000
522 Patrol Rifle Replacements												
	General Capital Transfer	0	0	0	0	0	30,000	30,000	0	0	30,000	90,000
	General G.O. Bonds	15,000	0	10,000	0	0	0	0	0	0	0	25,000
	Subtotal	15,000	0	10,000	0	0	30,000	30,000	0	0	30,000	115,000
527 Fire Department EMS Equipment Replacement												
	General Building Imp Reserve	0	0	0	0	0	0	0	0	0	76,000	76,000
	General G.O. Bonds	405,000	0	0	0	0	0	0	0	0	1,073,600	1,478,600
	Subtotal	405,000	0	0	0	0	0	0	0	0	1,149,600	1,554,600
555 Handgun Replacement												
	General Capital Transfer	0	0	70,000	0	0	0	0	0	0	0	70,000
	Subtotal	0	0	70,000	0	0	0	0	0	0	0	70,000
560 Fire Training Facility												
	General G.O. Bonds	0	0	0	500,000	0	0	0	0	0	0	500,000
	Subtotal	0	0	0	500,000	0	0	0	0	0	0	500,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
561 Fire Alarm Infrastructure Replacement											
General G.O. Bonds	0	0	20,000	0	0	20,000	0	0	20,000	0	60,000
Subtotal	0	0	20,000	0	0	20,000	0	0	20,000	0	60,000
573 Fire Department Personnel Protective Equipment											
General Capital Transfer	0	0	0	0	425,000	0	0	0	0	0	425,000
General G.O. Bonds	915,000	0	0	0	0	0	0	0	0	65,000	980,000
Subtotal	915,000	0	0	0	425,000	0	0	0	0	65,000	1,405,000
607 Video System Replacement											
General Capital Transfer	0	0	10,000	0	0	0	0	0	0	0	10,000
Subtotal	0	0	10,000	0	0	0	0	0	0	0	10,000
620 Police Department Security Fencing											
General G.O. Bonds	0	0	30,000	0	0	0	0	0	0	0	30,000
Subtotal	0	0	30,000	0	0	0	0	0	0	0	30,000
621 Police Department Booking Room Renovations											
General 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
630 Police Computer Crimes Hardware and Equipment											
General Capital Transfer	12,000	0	0	0	0	0	0	0	0	0	12,000
Subtotal	12,000	0	0	0	0	0	0	0	0	0	12,000

***Excluded from Budget Appropriation**

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

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PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
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	1,567,000	835,000	1,390,000	615,000	555,000	325,000	445,000	180,000	140,000	1,244,600	7,296,600
<u>Sewer Collection</u>											
91 Sewer Main Rehabilitation and Construction											
Sewer Capital Transfer	40,000	40,000	40,000	40,000	40,000	40,000	40,000	160,000	70,000	70,000	580,000
Sewer G.O. Bonds	16,900,000	0	0	0	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	24,100,000
Subtotal	16,940,000	40,000	40,000	40,000	1,240,000	1,240,000	1,240,000	1,360,000	1,270,000	1,270,000	24,680,000
275 Sewer Pump Station Improvements											
Sewer G.O. Bonds	7,700,000	0	250,000	0	0	0	0	0	0	0	7,950,000
Subtotal	7,700,000	0	250,000	0	0	0	0	0	0	0	7,950,000
410 Sewer Video Inspection Equipment											
Sewer Capital Transfer	0	0	20,000	0	0	0	0	0	0	0	20,000
Sewer G.O. Bonds	0	0	0	0	0	0	0	80,000	0	0	80,000
Subtotal	0	0	20,000	0	0	0	0	80,000	0	0	100,000
Total Sewer Collection	24,640,000	40,000	310,000	40,000	1,240,000	1,240,000	1,240,000	1,440,000	1,270,000	1,270,000	32,730,000
<u>Sewer Treatment</u>											
89 Hall Street Waste Water Treatment Plant Odor Control											
Sewer G.O. Bonds	0	0	0	0	0	275,000	4,300,000	0	640,000	1,000,000	6,215,000
Subtotal	0	0	0	0	0	275,000	4,300,000	0	640,000	1,000,000	6,215,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
104 Hall Street Waste Water Treatment Plant Improvements											
Sewer G.O. Bonds	5,040,000	0	1,400,000	505,000	4,555,000	3,065,000	3,575,000	6,875,000	2,990,000	1,500,000	29,505,000
Subtotal	5,040,000	0	1,400,000	505,000	4,555,000	3,065,000	3,575,000	6,875,000	2,990,000	1,500,000	29,505,000
466 Penacook Waste Water Treatment Plant Improvements											
Sewer G.O. Bonds	0	30,000	2,690,000	225,000	690,000	860,000	320,000	300,000	0	0	5,115,000
Subtotal	0	30,000	2,690,000	225,000	690,000	860,000	320,000	300,000	0	0	5,115,000
Total Sewer Treatment	5,040,000	30,000	4,090,000	730,000	5,245,000	4,200,000	8,195,000	7,175,000	3,630,000	2,500,000	40,835,000

Sidewalks and Streetscapes

17 Sidewalk, Bikeway and Streetscape Improvements											
General G.O. Bonds	10,000	450,000	0	0	0	0	0	0	0	0	460,000
Subtotal	10,000	450,000	0	0	0	0	0	0	0	0	460,000
543 Merrimack River Greenway Trail Project											
General Donations	176,000 *	80,000	2,000,000	1,222,000	1,100,000	0	0	0	0	0	4,578,000
General G.O. Bonds	45,000 *	200,000	2,000,000	305,000	1,100,000	0	0	0	0	0	3,650,000
Other State	0	0	0	0	8,800,000	0	0	0	0	0	8,800,000
Subtotal	221,000	280,000	4,000,000	1,527,000	11,000,000	0	0	0	0	0	17,028,000
Total Sidewalks and Streetscapes	231,000	730,000	4,000,000	1,527,000	11,000,000	0	0	0	0	0	17,488,000

Solid Waste Management

381 Landfill Closure and Maintenance											
General G.O. Bonds	0	0	0	0	0	0	0	0	15,000,000	0	15,000,000
Subtotal	0	0	0	0	0	0	0	0	15,000,000	0	15,000,000

***Excluded from Budget Appropriation**

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

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PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
447 Landfill Soil Vapor Extraction Systems											
Solid Waste Capital Transfer	0	0	0	0	15,000	25,000	0	0	0	0	40,000
Solid Waste G.O. Bonds	80,000	0	0	0	45,000	0	0	0	0	0	125,000
Subtotal	80,000	0	0	0	60,000	25,000	0	0	0	0	165,000
Total Solid Waste Management	80,000	0	0	0	60,000	25,000	0	0	15,000,000	0	15,165,000
<u>Storm Sewer</u>											
83 Storm Water Improvements											
General Donations	165,000 *	1,650,000	0	0	0	0	0	0	0	0	1,815,000
General G.O. Bonds	0	0	250,000	750,000	1,500,000	0	1,500,000	0	1,500,000	75,000	5,575,000
Other Tax Increment Financing	100,000 *	1,000,000	0	0	0	0	0	0	0	0	1,100,000
Water G.O. Bonds	235,000 *	2,350,000	0	0	0	0	0	0	0	0	2,585,000
Subtotal	500,000	5,000,000	250,000	750,000	1,500,000	0	1,500,000	0	1,500,000	75,000	11,075,000
571 I-393/Horseshoe Pond Drainage Improvements											
General G.O. Bonds	0	0	0	100,000	0	0	0	0	0	0	100,000
Subtotal	0	0	0	100,000	0	0	0	0	0	0	100,000
647 Inflow & Infiltration Removal											
General G.O. Bonds	270,000	55,000	0	0	0	0	0	0	0	0	325,000
Sewer G.O. Bonds	270,000	55,000	0	0	0	0	0	0	0	0	325,000
Subtotal	540,000	110,000	0	0	0	0	0	0	0	0	650,000
656 River Bank Stabilization Projects											
General G.O. Bonds	0	1,000,000	0	0	0	0	0	0	0	0	1,000,000
Subtotal	0	1,000,000	0	0	0	0	0	0	0	0	1,000,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Total Storm Sewer	1,040,000	6,110,000	250,000	850,000	1,500,000	0	1,500,000	0	1,500,000	75,000	12,825,000
<u>Street Corridor Improvements</u>											
36 Manchester Street / Route 3 South											
General G.O. Bonds	44,000	0	3,200,000	0	0	0	0	0	0	0	3,244,000
Other Capital Close-out	26,646	0	0	0	0	0	0	0	0	0	26,646
Other State	280,000	0	9,200,000	0	0	0	0	0	0	0	9,480,000
Sewer G.O. Bonds	0	0	500,000	0	0	0	0	0	0	0	500,000
Water G.O. Bonds	0	0	160,000	0	0	0	0	0	0	0	160,000
Subtotal	350,646	0	13,060,000	0	0	0	0	0	0	0	13,410,646
505 South Main Street Corridor Improvements											
General G.O. Bonds	0	0	0	0	0	0	0	0	160,000	1,150,000	1,310,000
Subtotal	0	0	0	0	0	0	0	0	160,000	1,150,000	1,310,000
611 Eastman Street Retaining Wall											
General G.O. Bonds	0	0	0	190,000	0	0	0	0	0	0	190,000
Subtotal	0	0	0	190,000	0	0	0	0	0	0	190,000
628 LED Streetlight Replacement											
General G.O. Bonds	0	1,150,000	0	0	0	0	0	0	0	0	1,150,000
Subtotal	0	1,150,000	0	0	0	0	0	0	0	0	1,150,000
659 North Main Street Corridor Improvements											
General G.O. Bonds	0	0	0	0	0	200,000	0	0	0	0	200,000
Subtotal	0	0	0	0	0	200,000	0	0	0	0	200,000

*Excluded from Budget Appropriation

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

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PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
663 I-93 Exit 13 Gateway Improvements											
General G.O. Bonds	35,000	0	0	0	0	0	0	0	0	0	35,000
Subtotal	35,000	0	0	0	0	0	0	0	0	0	35,000
Total Street Corridor Improvements	385,646	1,150,000	13,060,000	190,000	0	200,000	0	0	160,000	1,150,000	16,295,646
<u>Street Rehabilitation</u>											
78 Annual Highway Improvement Program											
General Highway Reserve	2,861,000	2,795,000	2,600,000	3,250,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	3,550,000	32,206,000
Subtotal	2,861,000	2,795,000	2,600,000	3,250,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	3,550,000	32,206,000
Total Street Rehabilitation	2,861,000	2,795,000	2,600,000	3,250,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	3,550,000	32,206,000
<u>Streets New Construction</u>											
18 Storrs Street Extension, North & South											
General G.O. Bonds	0	200,000	0	0	0	0	0	0	500,000	5,000,000	5,700,000
Other Tax Increment Financing	0	0	0	1,100,000	8,750,000	0	0	0	0	0	9,850,000
Subtotal	0	200,000	0	1,100,000	8,750,000	0	0	0	500,000	5,000,000	15,550,000
502 Whitney Road Extension											
General Donations	0	0	2,350,000	25,700,000	0	0	0	0	0	0	28,050,000
Subtotal	0	0	2,350,000	25,700,000	0	0	0	0	0	0	28,050,000
Total Streets New Construction	0	200,000	2,350,000	26,800,000	8,750,000	0	0	0	500,000	5,000,000	43,600,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
<u>Water Distribution System</u>											
84 Water Main Cleaning & Lining											
Water G.O. Bonds	550,000	0	0	0	0	0	260,000	500,000	475,000	585,000	2,370,000
Subtotal	550,000	0	0	0	0	0	260,000	500,000	475,000	585,000	2,370,000
85 Water Main Replacement											
Water G.O. Bonds	0	1,130,000	0	0	0	0	2,000,000	0	0	5,000,000	8,130,000
Subtotal	0	1,130,000	0	0	0	0	2,000,000	0	0	5,000,000	8,130,000
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
244 Water Meter Replacement Program											
Water Capital Transfer	150,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,275,000
Water G.O. Bonds	250,000	250,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	2,700,000
Subtotal	400,000	375,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	3,975,000
451 Leak Detection											
Water Capital Transfer	0	10,000	0	0	0	0	15,000	0	0	0	25,000
Subtotal	0	10,000	0	0	0	0	15,000	0	0	0	25,000
Total Water Distribution System	950,000	3,115,000	400,000	400,000	400,000	400,000	2,675,000	900,000	875,000	5,985,000	16,100,000

***Excluded from Budget Appropriation**

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

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PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
<u>Water Treatment</u>											
88 Water Plant Improvements											
Water Capital Transfer	0	0	0	0	0	0	0	0	25,000	0	25,000
Water G.O. Bonds	80,000	100,000	400,000	400,000	0	950,000	1,025,000	120,000	250,000	300,000	3,625,000
Subtotal	80,000	100,000	400,000	400,000	0	950,000	1,025,000	120,000	275,000	300,000	3,650,000
114 Penacook Lake Dam and Spillway Rehabilitation											
Water G.O. Bonds	0	0	0	0	0	0	0	0	75,000	0	75,000
Subtotal	0	0	0	0	0	0	0	0	75,000	0	75,000
124 Water System SCADA Improvements											
Water Capital Transfer	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	35,000	35,000	310,000
Subtotal	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	35,000	35,000	310,000
321 Water System Master Plan & Implementation											
Water Capital Transfer	40,000	0	80,000	40,000	90,000	0	0	70,000	0	0	320,000
Subtotal	40,000	0	80,000	40,000	90,000	0	0	70,000	0	0	320,000
345 Water Supply Well Field Maintenance											
Water G.O. Bonds	0	0	0	0	150,000	0	0	0	0	2,000,000	2,150,000
Subtotal	0	0	0	0	150,000	0	0	0	0	2,000,000	2,150,000
347 Water Storage Tank Repairs											
Water G.O. Bonds	40,000	50,000	55,000	55,000	80,000	0	50,000	60,000	55,000	65,000	510,000
Subtotal	40,000	50,000	55,000	55,000	80,000	0	50,000	60,000	55,000	65,000	510,000
372 Water System Pump Station Improvements											
Water G.O. Bonds	180,000	1,020,000	0	0	0	0	0	550,000	0	0	1,750,000
Subtotal	180,000	1,020,000	0	0	0	0	0	550,000	0	0	1,750,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT BY CATEGORY**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
482 Water System Asset Management											
Water G.O. Bonds	90,000	0	0	0	0	0	0	0	75,000	0	165,000
Subtotal	90,000	0	0	0	0	0	0	0	75,000	0	165,000
Total Water Treatment	460,000	1,200,000	565,000	525,000	350,000	980,000	1,105,000	830,000	515,000	2,400,000	8,930,000
Grand Total	54,945,484	101,116,464	62,634,000	89,419,612	72,164,112	38,655,660	30,547,024	41,564,750	39,898,500	50,718,100	581,663,706

*Excluded from Budget Appropriation

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City Agencies

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The 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

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Sewer	Capital Transfer	31,250	36,625	40,125	38,125	44,250	37,125	24,375	52,875	56,250	38,500	399,500
Water	Capital Transfer	31,250	36,625	40,125	38,125	44,250	37,125	24,375	52,875	56,250	38,500	399,500
General	Capital Transfer	187,500	219,750	240,750	228,750	220,000	222,750	146,250	317,000	337,500	231,000	2,351,250
Total		250,000	293,000	321,000	305,000	308,500	297,000	195,000	422,750	450,000	308,000	3,150,250

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Capital Transfer	187,500	Replace hardware, computers, laptops, monitors (\$120,000). Replace end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades (\$30,000). Replace Fire Department apparatus mobile computers (\$70,000).
	Water Capital Transfer	31,250	Water share of above.
	Sewer Capital Transfer	31,250	Sewer share of above.
		<u>\$250,000</u>	2025 Subtotal
2026	General Capital Transfer	219,750	Replace Hardware, computers, laptops, monitors (\$140,000). Replace end-of-life servers (\$20,000). Printers (\$3,000). Software upgrades (30,000). Replace Police Department mobile computers (\$110,000).
	Water Capital Transfer	36,625	Water share of above.
	Sewer Capital Transfer	36,625	Sewer share of above.
		<u>\$293,000</u>	2026 Subtotal
2027	General Capital Transfer	240,750	Replace hardware, computers, laptops, monitors (\$140,000). Replace end-of-life servers (\$47,000). Printers (\$10,000). Software upgrades (\$30,000). Replace Fire Department mobile computers (\$80,000). Networking upgrades (\$54,000)
	Water Capital Transfer	40,125	Water share of above.
	Sewer Capital Transfer	40,125	Sewer share of above.
		<u>\$321,000</u>	2027 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	INFORMATION TECHNOLOGY	#2-Information Technology Hardware & Software Replacement
2028	General Capital Transfer	228,750 Replace hardware, computers, laptops, monitors (\$50,000). Replace end-of-life servers (\$47,000). Printers (\$10,000). Software upgrades (\$53,000). Networking upgrades (\$145,000)
	Water Capital Transfer	38,125 Water share of above.
	Sewer Capital Transfer	38,125 Sewer share of above.
		\$305,000 2028 Subtotal
2029	General Capital Transfer	220,000 Replace hardware, computers, laptops, monitors (\$30,000). Replace end-of-life servers (\$280,000). Printers (\$10,000). Software upgrades (\$34,000).
	Sewer Capital Transfer	44,250 Sewer share of above.
	Water Capital Transfer	44,250 Water share of above.
		\$308,500 2029 Subtotal
2030	General Capital Transfer	222,750 Replace Hardware, computers, laptops, monitors (\$37,000). Replace end-of-life servers (\$20,000). Printers (\$10,000). Software upgrades (\$230,000).
	Sewer Capital Transfer	37,125 Sewer share of above.
	Water Capital Transfer	37,125 Water share of above
		\$297,000 2030 Subtotal
2031	General Capital Transfer	146,250 Replace Hardware, computers, laptops, monitors (\$30,000). Replace end-of-life servers (\$25,000). Printers (\$10,000). Software upgrades (20,000). Replace Police Department mobile computers (\$110,000).
	Water Capital Transfer	24,375 Water share of above.
	Sewer Capital Transfer	24,375 Sewer share of above.
		\$195,000 2031 Subtotal
2032	General Capital Transfer	317,000 Replace Hardware, computers, laptops, monitors (\$158,000). Replace end-of-life servers (\$70,000). Printers (\$10,000). Software upgrades (75,000). Replace Fire Department mobile computers (\$110,000).
	Water Capital Transfer	52,875 Water share of above.
	Sewer Capital Transfer	52,875 Sewer share of above.
		\$422,750 2032 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	INFORMATION TECHNOLOGY	#2-Information Technology Hardware & Software Replacement
2033	General Capital Transfer	337,500 Replace Hardware, computers, laptops, monitors (\$160,000). Replace end-of-life servers (\$60,000). Printers (\$10,000). Software upgrades (\$50,000). Networking upgrades (\$145,000)
	Water Capital Transfer	56,250 Water share of above.
	Sewer Capital Transfer	56,250 Sewer share of above.
		\$450,000 2033 Subtotal
2034	General Capital Transfer	231,000 Replace Hardware, computers, laptops, monitors (\$23,000). Replace end-of-life servers (\$60,000). Printers (\$10,000). Software upgrades (\$215,000).
	Sewer Capital Transfer	38,500 Sewer portion
	Water Capital Transfer	38,500 Water portion
		\$308,000 2034 Subtotal
	TOTAL	\$3,150,250

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #4-Fire Department Vehicle Replacement

I. PROJECT TYPE: Fire Vehicles

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Systematic planned replacement of fire apparatus, rescue and support vehicles to 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 and is used to supplement water supply in special incident types throughout the City.

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):

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #4-Fire Department Vehicle Replacement

Chief (1)
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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	1,115,000	1,170,000	1,165,000	2,230,000	1,735,000	355,000	2,500,000	2,015,000	550,000	0	12,835,000
Other	Capital Close-out	55,568	0	0	0	0	0	0	0	0	0	55,568
	Total	1,170,568	1,170,000	1,165,000	2,230,000	1,735,000	355,000	2,500,000	2,015,000	550,000	0	12,890,568

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	1,045,000	Replace Engine 5 (2016)
	General G.O. Bonds	70,000	Replace Assistant Fire Marshal Vehicle (2018)
	Other Capital Close-out	55,568	Replace Engine 5 (2016)
		<u>\$1,170,568</u>	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#4-Fire Department Vehicle Replacement		
2026	General	G.O. Bonds	1,100,000	Replace Engine 7 (2017)
	General	G.O. Bonds	70,000	Replace 1 Staff Vehicles Training Officer Pick Up.(2018)
			<u>\$1,170,000</u>	2026 Subtotal
2027	General	G.O. Bonds	1,000,000	Replace Rescue 1 (2006)
	General	G.O. Bonds	85,000	Replace Command Car (2022)
	General	G.O. Bonds	80,000	Replace Utility Truck (2017)
			<u>\$1,165,000</u>	2027 Subtotal
2028	General	G.O. Bonds	1,000,000	Replace Ambulances 4 and 5 (2022)
	General	G.O. Bonds	550,000	Replace Ambulance 7 (2024)
	General	G.O. Bonds	550,000	Replace Ambulance 1 (2023).
	General	G.O. Bonds	130,000	Replace 2 Staff Cars DC Operations (2017) and DC of Administration Vehicles (2016)
			<u>\$2,230,000</u>	2028 Subtotal
2029	General	G.O. Bonds	1,500,000	Replace Engine 4 (2021)
	General	G.O. Bonds	150,000	Replace Forestry 4 (2017)
	General	G.O. Bonds	85,000	Replace 1 Staff Vehicle Fire Chief (2018)
			<u>\$1,735,000</u>	2029 Subtotal
2030	General	G.O. Bonds	150,000	Replace Forestry 5 (2019)
	General	G.O. Bonds	150,000	Replace Forestry 7 (2020)
	General	G.O. Bonds	55,000	Replace UTV (2020)
			<u>\$355,000</u>	2030 Subtotal
2031	General	G.O. Bonds	2,500,000	Replace Ladder Truck (2023)
			<u>\$2,500,000</u>	2031 Subtotal
2032	General	G.O. Bonds	1,500,000	Replace Ambulances 4 & 5 (2027)

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#4-Fire Department Vehicle Replacement		
	General	G.O. Bonds	275,000	Replace Fire Alarm Utility Truck (2022)
	General	G.O. Bonds	240,000	Replace EMS Officer's Vehicle
				Replace Deputy Chief-Operations Vehicle
				Replace Fire Marshal Vehicle (2026)
				Replace Deputy Chief-Administration Vehicle
			\$2,015,000	2032 Subtotal
2033	General	G.O. Bonds	550,000	Ambulance 1 Replacement - (2028)
			\$550,000	2033 Subtotal
	TOTAL		\$12,890,568	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L Safety	M Facility Cond.	M Productivity	
SERVED:	☐ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	10,000	450,000	0	0	0	0	0	0	0	0	460,000
	Total	10,000	450,000	0	0	0	0	0	0	0	0	460,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	10,000	Sidewalk and crosswalk Design for N Main Street (Storrs Street and Bouton Street).
		<u>\$10,000</u>	2025 Subtotal
2026	General G.O. Bonds	350,000	Construct sidewalk on Pembroke Road (Guay Street to Sheep Davis Road), to be coordinated with CIP #78.
	General G.O. Bonds	100,000	Sidewalk and crosswalk improvements on N Main Street (Storrs Street and Bouton Street), to be coordinated with CIP #78.
		<u>\$450,000</u>	2026 Subtotal
	TOTAL	<u>\$460,000</u>	

**2025-2034
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.
In coordination with Phase 1, the existing Storrs Street Corridor shall be studied for coordination and cohesion of the entirety of the corridor.
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

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	200,000	0	0	0	0	0	0	500,000	5,000,000	5,700,000
Other	Tax Increment Financing	0	0	0	1,100,000	8,750,000	0	0	0	0	0	9,850,000
	Total	0	200,000	0	1,100,000	8,750,000	0	0	0	500,000	5,000,000	15,550,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	200,000	Conceptual design for corridor improvement alternatives for the entire proposed length of Storrs Street.
		<u>\$200,000</u>	2026 Subtotal
2028	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.
		<u>\$1,100,000</u>	2028 Subtotal
2029	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.
		<u>\$8,750,000</u>	2029 Subtotal
2033	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.
		<u>\$500,000</u>	2033 Subtotal
2034	General G.O. Bonds	5,000,000	Construction - Storrs Street Extension South from Theatre Street beneath the Water Street bridge to Langdon Avenue.
		<u>\$5,000,000</u>	2034 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#18-Storrs Street Extension, North & South
TOTAL		\$15,550,000

**2025-2034
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	☐ New	<u>M</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☐ Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>M</u> City Master Pl.
	☒ Rebuild	<u>L</u>	O + M Costs	<u>L</u>	Council Goals	<u>L</u>	Timeliness	Intersection Improvement
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

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

The intersection was subsequently studied as part of the Conant/Rundlett Safe Routes to School Travel Plan by the Central 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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	840,000	0	0	0	0	0	0	0	0	840,000
Other	Federal	0	0	3,360,000	0	0	0	0	0	0	0	3,360,000
	Total	0	840,000	3,360,000	0	0	0	0	0	0	0	4,200,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	840,000	Phase 3: Construction of preferred intersection improvements. Preliminary estimate. (City 20% share).
		<u>\$840,000</u>	2026 Subtotal
2027	Other Federal	3,360,000	Phase 3: Construction of preferred intersection improvements. Preliminary estimate. (state 80% share).
		<u>\$3,360,000</u>	2027 Subtotal
	TOTAL	<u>\$4,200,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Street Corridor Improvements

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

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

In 2005, City Council approved a plan to improve Manchester Street. The plan called for widening the road from two to three lanes between Garvins Falls Road to Banks Chevrolet. Implementation of the plan would require acquisition of additional right of way (from an existing 66 feet to 82 feet) to accommodate the relocation of private utilities and the new signalized intersection at Airport Road and Integra Drive (to include five lane approach at the intersection).

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

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

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

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.

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Other	State	280,000	0	9,200,000	0	0	0	0	0	0	0	9,480,000
General	G.O. Bonds	44,000	0	3,200,000	0	0	0	0	0	0	0	3,244,000
Water	G.O. Bonds	0	0	160,000	0	0	0	0	0	0	0	160,000
Sewer	G.O. Bonds	0	0	500,000	0	0	0	0	0	0	0	500,000
Other	Capital Close-out	26,646	0	0	0	0	0	0	0	0	0	26,646
Total		350,646	0	13,060,000	0	0	0	0	0	0	0	13,410,646

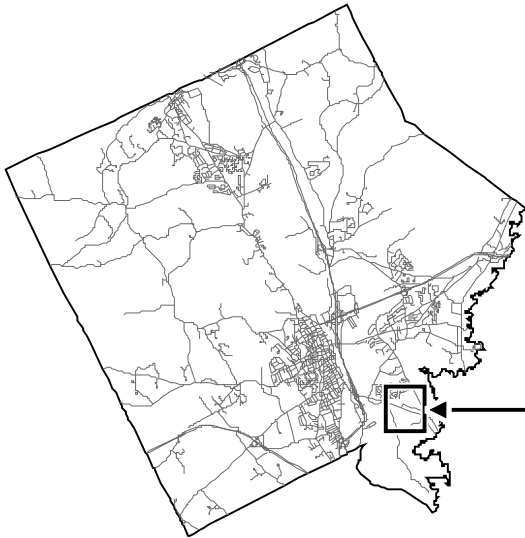
VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Other State	280,000	Relocate private business signs to accommodate utility relocation. (80% state Share)
	General G.O. Bonds	44,000	Relocate private business signs to accommodate utility relocation. (20% City Share)
	Other Capital Close-out	26,646	Relocate private business signs to accommodate utility relocation. (20% City Share)
		<u>\$350,646</u>	2025 Subtotal
2027	Sewer G.O. Bonds	500,000	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. Replace deteriorated sewer services.
	Water G.O. Bonds	160,000	Replace deteriorated service mains, install new service mains, hydrants and valves.
	Other State	9,200,000	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. (80% state share).
	General G.O. Bonds	2,300,000	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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#36-Manchester Street / Route 3 South
		in 2005.
	\$13,060,000	2027 Subtotal
TOTAL	\$13,410,646	



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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale



**FY 2025
CIP PROJECT #36
STREET CORRIDOR IMPROVEMENTS
MANCHESTER STREET/
ROUTE 3 SOUTH**



**2025-2034
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	<u>N/A</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
	☐ Replace	<u>N/A</u>	Mandates	<u>N/A</u>	Service Def.	<u>H</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	☐ Rebuild	<u>H</u>	O + M Costs	<u>M</u>	Council Goals	<u>L</u>	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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	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	875,000	875,000
Total		0	0	0	0	0	0	0	0	0	13,950,000	13,950,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2034	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.
		<u>\$13,950,000</u>	2034 Subtotal
	TOTAL	<u>\$13,950,000</u>	

**2025-2034
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	☒ New	M	Safety	L	Facility Cond.	N/A	Productivity	
SERVED:	☒ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	185,000	150,000	200,000	30,000	200,000	320,000	0	0	20,000	750,000	1,855,000
Other	Capital Close-out	18,036	0	0	0	0	0	0	0	0	0	18,036
	Total	203,036	150,000	200,000	30,000	200,000	320,000	0	0	20,000	750,000	1,873,036

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #51-White Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	125,000	Full depth reconstruction of basketball court and new fencing
	General G.O. Bonds	60,000	Repair the retaining wall on the north side of the basket ball court.
	Other Capital Close-out	18,036	Full depth reconstruction of basketball court and new fencing
		\$203,036	2025 Subtotal
2026	General G.O. Bonds	150,000	Rehabilitate the impervious surface of the hockey rink and rink repairs.
		\$150,000	2026 Subtotal
2027	General G.O. Bonds	200,000	Phase 1 of perimeter ornamental fence repair / replacement that is damaged along White Street
		\$200,000	2027 Subtotal
2028	General G.O. Bonds	30,000	Replace irrigation system pump.
		\$30,000	2028 Subtotal
2029	General G.O. Bonds	200,000	Phase 2 of perimeter ornamental fence repair / replacement. Along Washington and Center Streets
		\$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.
	General G.O. Bonds	250,000	Phase 3 of 3 of ornamental fence repair / replacement. Along Beacon Street
		\$320,000	2030 Subtotal
2033	General G.O. Bonds	20,000	Crack seal and re-surface basketball court.
		\$20,000	2033 Subtotal
2034	General G.O. Bonds	750,000	Dredge White Park Pond to remove sediment and lotus plant growing in the pond

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#51-White Park	
		\$750,000	2034 Subtotal
	TOTAL	\$1,873,036	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #52-Keach Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Newton Avenue

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ H	Safety	☐ M	Facility Cond.	☐ N/A	Productivity	
SERVED:	☒ Replace	☐ N/A	Mandates	☐ M	Service Def.	☐ N/A	Tax Base Exp.	☐ H City Master Pl.
	☒ Rebuild	☐ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	125,000	250,000	0	0	90,000	0	0	110,000	700,000	1,275,000
	Total	0	125,000	250,000	0	0	90,000	0	0	110,000	700,000	1,275,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	75,000	Pave the existing 1/2 mile long walking path around the perimeter of the park.
	General G.O. Bonds	50,000	Replace controls and pump for irrigation system.
		<u>\$125,000</u>	2026 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #52-Keach Park

2027	General	G.O. Bonds	250,000	Replace playground equipment; includes poured in place safety surfacing.
			\$250,000	2027 Subtotal
2030	General	G.O. Bonds	70,000	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.
			\$90,000	2030 Subtotal
2033	General	G.O. Bonds	80,000	Purchase and install adult exercise equipment along walking trail in park.
	General	G.O. Bonds	30,000	Crack seal and paint basketball court and soccer mini pitch.
			\$110,000	2033 Subtotal
2034	General	G.O. Bonds	700,000	Acquisition of property for park expansion.
			\$700,000	2034 Subtotal
	TOTAL		\$1,275,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #54-Russell Martin Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Iron Works Road

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

A multi phased approach is recommended. Phase I and 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	1,125,000	1,125,000	350,000	2,600,000
	Total	0	0	0	0	0	0	0	1,125,000	1,125,000	350,000	2,600,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #54-Russell Martin Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2032	General G.O. Bonds	1,125,000	Design and Construction - East side playing field including drainage and irrigation.
		<u>\$1,125,000</u>	2032 Subtotal
2033	General G.O. Bonds	1,125,000	Design and Construction - West side playing field including drainage and irrigation.
		<u>\$1,125,000</u>	2033 Subtotal
2034	General G.O. Bonds	350,000	Design and Construction - Parking lot and landscaping improvements.
		<u>\$350,000</u>	2034 Subtotal
	TOTAL	<u>\$2,600,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #55-Rolfe Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Community Drive Penacook

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Rolfe Park. 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	250,000	80,000	0	40,000	175,000	0	0	0	545,000
	Total	0	0	250,000	80,000	0	40,000	175,000	0	0	0	545,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #55-Rolfe Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	250,000	Replace playground equipment; includes sold surfacing per NH State Law effective Jan 1, 24.
		<u>\$250,000</u>	2027 Subtotal
2028	General G.O. Bonds	80,000	Replace softball and baseball field backstops.
		<u>\$80,000</u>	2028 Subtotal
2030	General G.O. Bonds	40,000	Crack seal, colorize and stripe two tennis, basketball courts and include 6 pickleball courts.
		<u>\$40,000</u>	2030 Subtotal
2031	General G.O. Bonds	175,000	Design and construct a pump station, piping, and irrigation heads for baseball, and the soccer fields in outfield of baseball field.
		<u>\$175,000</u>	2031 Subtotal
	TOTAL	<u>\$545,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #56-Rollins Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Bow Street and Broadway

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Rollins Park. Projects are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	150,000	250,000	70,000	175,000	130,000	30,000	200,000	0	0	1,005,000
	Total	0	150,000	250,000	70,000	175,000	130,000	30,000	200,000	0	0	1,005,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #56-Rollins Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	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	2026 Subtotal
2027	General G.O. Bonds	250,000	Replace playground equipment; includes poured in place surfacing.
		\$250,000	2027 Subtotal
2028	General G.O. Bonds	70,000	Replace baseball and softball field backstops.
		\$70,000	2028 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
2032	General G.O. Bonds	200,000	Grade and replace paved road inside the park (1,500 ft +/-).
		\$200,000	2032 Subtotal
TOTAL		\$1,005,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #59-Terrill Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Old Turnpike Road at Manchester Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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: Community dissatisfaction, disuse, and avoidance of this recreational asset, and increased future costs associated with delayed improvements. This significant recreational asset will remain underdeveloped.

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	0	2,500,000	0	500,000	800,000	60,000	0	0	3,860,000
General	Donations	0	0	0	2,500,000	0	0	0	0	0	0	2,500,000
	Total	0	0	0	5,000,000	0	500,000	800,000	60,000	0	0	6,360,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #59-Terrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General Donations	2,500,000	Phase 2: 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.
	General G.O. Bonds	2,500,000	Phase 2: 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.
		<u>\$5,000,000</u>	2028 Subtotal
2030	General G.O. Bonds	<u>500,000</u>	Phase 2B: Install lights at field per Park Master Plan.
		<u>\$500,000</u>	2030 Subtotal
2031	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.
		<u>\$800,000</u>	2031 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.
		<u>\$60,000</u>	2032 Subtotal
	TOTAL	<u>\$6,360,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Parks and Open Space

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

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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: This 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Donations	500,000*	0	0	0	0	0	0	0	0	0	500,000
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	3,500,000	3,500,000
Other	Federal	500,000*	0	0	0	0	0	0	0	0	0	500,000
	Total	1,000,000	0	0	0	0	0	0	0	0	3,500,000	4,500,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Donations	500,000	Construction of skate board park 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 Everett Arena. Tentative estimate pending final design and permitting of improvements, as funded in FY2024.
	Other Federal	500,000	Construction of skate board park 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 Everett Arena. Tentative estimate pending final design and permitting of improvements, as funded in FY2024.
		<u>\$1,000,000</u>	2025 Subtotal
2034	General G.O. Bonds	3,500,000	Placeholder: Construction of improvements identified in 2023 Merrimack River Recreation and Open Space Corridor Visioning Charrette. Donations share. Includes parking improvements at Everett Arena. Tentative estimate pending final design and permitting of improvements, as funded in FY2024.
		<u>\$3,500,000</u>	2034 Subtotal
	TOTAL	<u>\$4,500,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Public Buildings

II. LOCATION: Various City Locations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	M	Safety	M	Facility Cond.	N/A	Productivity	
SERVED:	☒ Replace	N/A	Mandates	M	Service Def.	N/A	Tax Base Exp.	H City Master Pl.
	☒ Rebuild	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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	1,260,000	200,000	0	0	520,000	0	0	0	0	1,980,000
Other	Capital Close-out	0	14,968	0	0	0	0	0	0	0	0	14,968
	Total	0	1,274,968	200,000	0	0	520,000	0	0	0	0	1,994,968

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	700,000	Rollins Park: Pool replacement.
	General G.O. Bonds	560,000	Garrison Park: Replace pool
	Other Capital Close-out	14,968	Garrison Park: Replace pool
		\$1,274,968	2026 Subtotal
2027	General G.O. Bonds	200,000	Green St. Community Center: Window replacement (Phase II).
		\$200,000	2027 Subtotal
2030	General G.O. Bonds	350,000	West Street Ward House roof replacement.
	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.
	General G.O. Bonds	10,000	West Street Ward House: LED lighting improvements.
		\$520,000	2030 Subtotal
TOTAL		\$1,994,968	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #64-Arena Improvements

I. PROJECT TYPE: Arena

II. LOCATION: Everett Arena

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

IV PREVIOUS FISCAL YEAR AUTHORIZED: June 1997 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Arena	G.O. Bonds	0	0	0	0	70,000	0	0	0	0	0	70,000
General	G.O. Bonds	0	500,000	0	431,500	200,000	0	75,000	0	150,000	0	1,356,500
	Total	0	500,000	0	431,500	270,000	0	75,000	0	150,000	0	1,426,500

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #64-Arena Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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
2028	General G.O. Bonds	331,500	Compressor replacement
	General G.O. Bonds	100,000	Replace Munters Dehumidification System.
		\$431,500	2028 Subtotal
2029	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	2029 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	\$1,426,500	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Public Buildings

II. LOCATION: City Hall - Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ L	Safety	☐ M	Facility Cond.	☐ L	Productivity	
SERVED:	☒ Replace	☐ N/A	Mandates	☐ H	Service Def.	☐ N/A	Tax Base Exp.	☐ H City Master Pl.
	☐ Rebuild	☐ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	375,000	1,090,000	250,000	12,060,000	405,000	40,000	0	0	1,390,000	0	15,610,000
	Total	375,000	1,090,000	250,000	12,060,000	405,000	40,000	0	0	1,390,000	0	15,610,000

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**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	250,000	City Hall Campus Plan and Needs Assessment/Renovation Study per potential Police Station relocation to 4 Bouton Street.
	General G.O. Bonds	75,000	City Hall: Masonry improvements Phase IV (south side).
	General G.O. Bonds	50,000	Fire alarm upgrades at City Hall Annex, Green St. Community Center, and City Auditorium.
		<u>\$375,000</u>	2025 Subtotal
2026	General G.O. Bonds	1,090,000	Design for the renovation of the existing Green Street Police Station into a new use following relocation of Police Department to 4 Bouton Street.
		<u>\$1,090,000</u>	2026 Subtotal
2027	General G.O. Bonds	200,000	City Hall: Renovate employee breakroom and kitchen.
	General G.O. Bonds	50,000	City Administration / Legal Department: Renovate office suite. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings.
		<u>\$250,000</u>	2027 Subtotal
2028	General G.O. Bonds	10,895,000	Renovate Police Station (35 Green Street) for new municipal use.
	General G.O. Bonds	450,000	City Hall: Renovate 6 restrooms.
	General G.O. Bonds	250,000	City Auditorium: Replace ceiling and paint theatre.
	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.
		<u>\$12,060,000</u>	2028 Subtotal
2029	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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#65-City Hall Renovations	
			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 office suite.
		\$405,000	2029 Subtotal
2030	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	2030 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			
		\$15,610,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #68-Library

I. PROJECT TYPE: Public Buildings

II. LOCATION: 45 Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	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
2026	General G.O. Bonds	400,000	Property acquisition for expansion of Concord Public Library (Prince Street).
		\$400,000	2026 Subtotal
2028	General G.O. Bonds	2,101,500	Design renovation and expansion of Green Street Library per Oudens Ello Architecture 2020 concept plan. 1/25/24 TF: Total anticipated cost of design is \$2,900,000 based upon \$29,000,000 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	2028 Subtotal
2029	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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #68-Library

	plan. Total anticipated construction cost of \$23,350,000 projected construction cost. Donation share.
\$23,350,000	2029 Subtotal

TOTAL	\$26,085,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The 2006 Airport Master Plan outlined a capital improvement program to acquire property available in the runway protection zone 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Other	State	0	0	0	0	0	0	0	26,125	0	0	26,125
Other	Federal	0	0	0	0	0	0	0	470,250	0	0	470,250
Airport	Capital Transfer	0	0	0	0	0	0	0	26,125	0	0	26,125
	Total	0	0	0	0	0	0	0	522,500	0	0	522,500

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2032	Other Federal	470,250	Acquire available property in Runway 17 protection zone. Federal Share.
	Airport Capital Transfer	26,125	City share of acquisition project.
	Other State	26,125	State share of acquisition project.
		\$522,500	2032 Subtotal
TOTAL		\$522,500	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Reclaim runways 17/35. Abandon Runway 3/21 was reconstructed in 2023 with the development of the United Therapeutics Hangar.

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Airport	Capital Transfer	0	32,778	0	0	0	1,100	0	0	0	0	33,878
Other	Federal	0	500,000	1,040,000	6,220,000	0	19,800	0	0	0	0	7,779,800
Airport	State	0	5,000	0	0	0	0	0	0	0	0	5,000
Airport	Federal	0	90,000	0	0	0	0	0	0	0	0	90,000
Other	State	0	27,778	65,000	345,556	0	1,100	0	0	0	0	439,434
Airport	G.O. Bonds	0	0	65,000	345,556	0	0	0	0	0	0	410,556
	Total	0	655,556	1,170,000	6,911,112	0	22,000	0	0	0	0	8,758,668

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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.
	Airport Federal	90,000	Design and construction of signage and lighting for new Taxiway to service United Therapeutics and existing/future Hangar development. Federal Share.
	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.
	Airport Capital Transfer	5,000	Design and construction of signage and lighting for new Taxiway to service United Therapeutics and existing/future Hangar development.. City Share.
	Airport State	5,000	Design and construction of signage and lighting for new Taxiway to service United Therapeutics and existing/future Hangar development.. State Share.
		<u>\$655,556</u>	2026 Subtotal
2027	Other Federal	1,040,000	Shift runway 300 feet to the south to comply with Runway Determination Safety Study. Federal Share.
	Other State	65,000	Shift runway 300 feet to the south to comply with Runway Determination Safety Study. State share.
	Airport G.O. Bonds	65,000	Shift runway 300 feet to the south to comply with Runway Determination Safety Study. City Share.
		<u>\$1,170,000</u>	2027 Subtotal
2028	Other Federal	6,220,000	Reclaim runway 17/35 and upgrade signage and lighting on the airfield to comply with current FAA regulations. Complete drainage repairs in the vicinity of the ramp area as recommended in the Airport Master Plan SWPPP.
	Airport G.O. Bonds	345,556	Reclaim runway 17/35. City share.
	Other State	345,556	Reclaim runway 17/35. State share.
		<u>\$6,911,112</u>	2028 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

PROJECT:	CD-ENGINEERING SERVICES	#72-Runway Pavement Improvements
2030	Other Federal	19,800 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	1,100 City share.
	Other State	1,100 State share.
		\$22,000 2030 Subtotal
TOTAL		\$8,758,668

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>N/A</u>	Safety	<u>M</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☒ Replace	<u>N/A</u>	Mandates	<u>N/A</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>M</u>	Council Goals	<u>M</u>	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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Airport	Capital Transfer	10,000	0	10,000	0	10,000	0	10,000	0	10,000	0	50,000
	Total	10,000	0	10,000	0	10,000	0	10,000	0	10,000	0	50,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Airport Capital Transfer	10,000	Tree removal - Ongoing maintenance item to meet FAA requirements.
		<u>\$10,000</u>	2025 Subtotal
2027	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		<u>\$10,000</u>	2027 Subtotal
2029	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		<u>\$10,000</u>	2029 Subtotal
2031	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		<u>\$10,000</u>	2031 Subtotal
2033	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		<u>\$10,000</u>	2033 Subtotal
	TOTAL	<u>\$50,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	☐ M	Safety	☐ N/A	Facility Cond.	☐ M	Productivity	
SERVED:	☒ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Other	Federal	0	0	693,000	0	0	0	0	0	0	0	693,000
Other	State	0	0	38,500	0	0	0	0	0	0	0	38,500
Airport	Capital Transfer	0	0	38,500	0	0	0	0	0	0	0	38,500
	Total	0	0	770,000	0	0	0	0	0	0	0	770,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Other Federal	693,000	Purchase new snow blower, tow-behind sweeper, sander with liquid system, and ice spreader for dump truck with plow snow removal equipment. Federal share.
	Other State	38,500	State share.
	Airport Capital Transfer	38,500	City share.
		\$770,000	2027 Subtotal
	TOTAL	\$770,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Street Rehabilitation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	M	Safety	M	Facility Cond.	L	Productivity	
SERVED:	☐ 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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Highway Reserve	2,861,000	2,795,000	2,600,000	3,250,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	3,550,000	32,206,000
	Total	2,861,000	2,795,000	2,600,000	3,250,000	3,250,000	3,400,000	3,400,000	3,550,000	3,550,000	3,550,000	32,206,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Highway Reserve	2,523,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets. RECLAIM: Clarke St; Full Length Dolan St; Full Length Edgemont Ave; Full Length Engel St; Full Length Farmwood; Full Length Fernald St; Full Length Fisher St; 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 Shoestring Rd; Full Length Tallent Rd; Hoit Rd to 130' Northerly Winthrop St; Full Length SHIM/OVERLAY: Old Turnpike Rd; Airport rd to Terrill Park entrance Regional Dr; Chenell Dr to Airport Rd
	General Highway Reserve	113,000	Sidewalks on the coldplane/overlay and shim overlay: Old Turnpike Road; From Airport Rd. to Terrill Park Entrance Regional Drive; From Chenell Drive to Airport Rd.
	General Highway Reserve	100,000	Pavement preservation.

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#78-Annual Highway Improvement Program
	General Highway Reserve	100,000 Drainage repairs.
	General Highway Reserve	25,000 Emergency overlays.
		\$2,861,000 2025 Subtotal
2026	General Highway Reserve	2,375,000 Reclaim, cold plane/overlay, & maintenance overlay selected streets. RECLAIM: Meadow St; Full Length Midland St; Full Length Mooreland Ave; Full Length Pembroke Rd; Full Length COLD PLANE/OVERLAY Bouton St; Full Length Capitol St; Green St to State St Green St; School St to Capital St plus 100' each way North Main St; Storrs St to Bouton St North State St; Bouton St to Penacook St North State St; School St to Capital St plus 100' each way School St; Green st to State St Storrs St; Parking garage to North Main St
	General Highway Reserve	195,000 Sidewalks on the coldplane/overlay and shim overlay: North Main St; From Storrs to Bouton St Storrs St; From north end of Parking garage to N. Main St Bouton St; Full Length N. State St; Bouton St to Penacook St
	General Highway Reserve	100,000 Drainage repairs.
	General Highway Reserve	100,000 Pavement preservation.
	General Highway Reserve	25,000 Emergency overlays.
		\$2,795,000 2026 Subtotal
2027	General Highway Reserve	2,375,000 Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General Highway Reserve	100,000 Pavement preservation.
	General Highway Reserve	100,000 Drainage repairs.

CITY OF CONCORD, NEW HAMPSHIRE

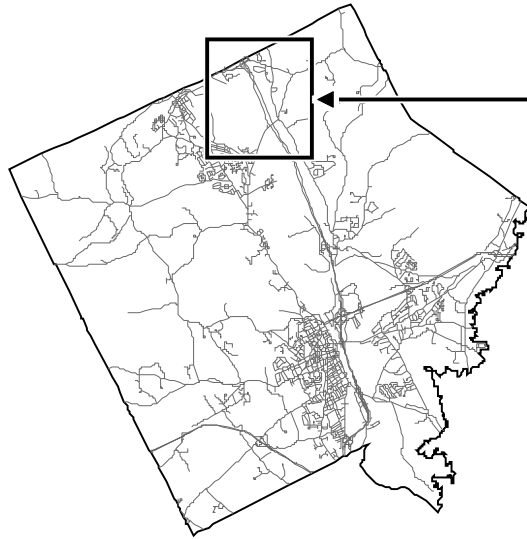
**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#78-Annual Highway Improvement Program	
	General Highway Reserve	25,000	Emergency overlays.
		<u>\$2,600,000</u>	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.
		<u>\$3,250,000</u>	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.
		<u>\$3,250,000</u>	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.
		<u>\$3,400,000</u>	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.
		<u>\$3,400,000</u>	2031 Subtotal
2032	General Highway Reserve	3,225,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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.
		\$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
2034	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 2034 Subtotal
TOTAL		\$32,206,000



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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

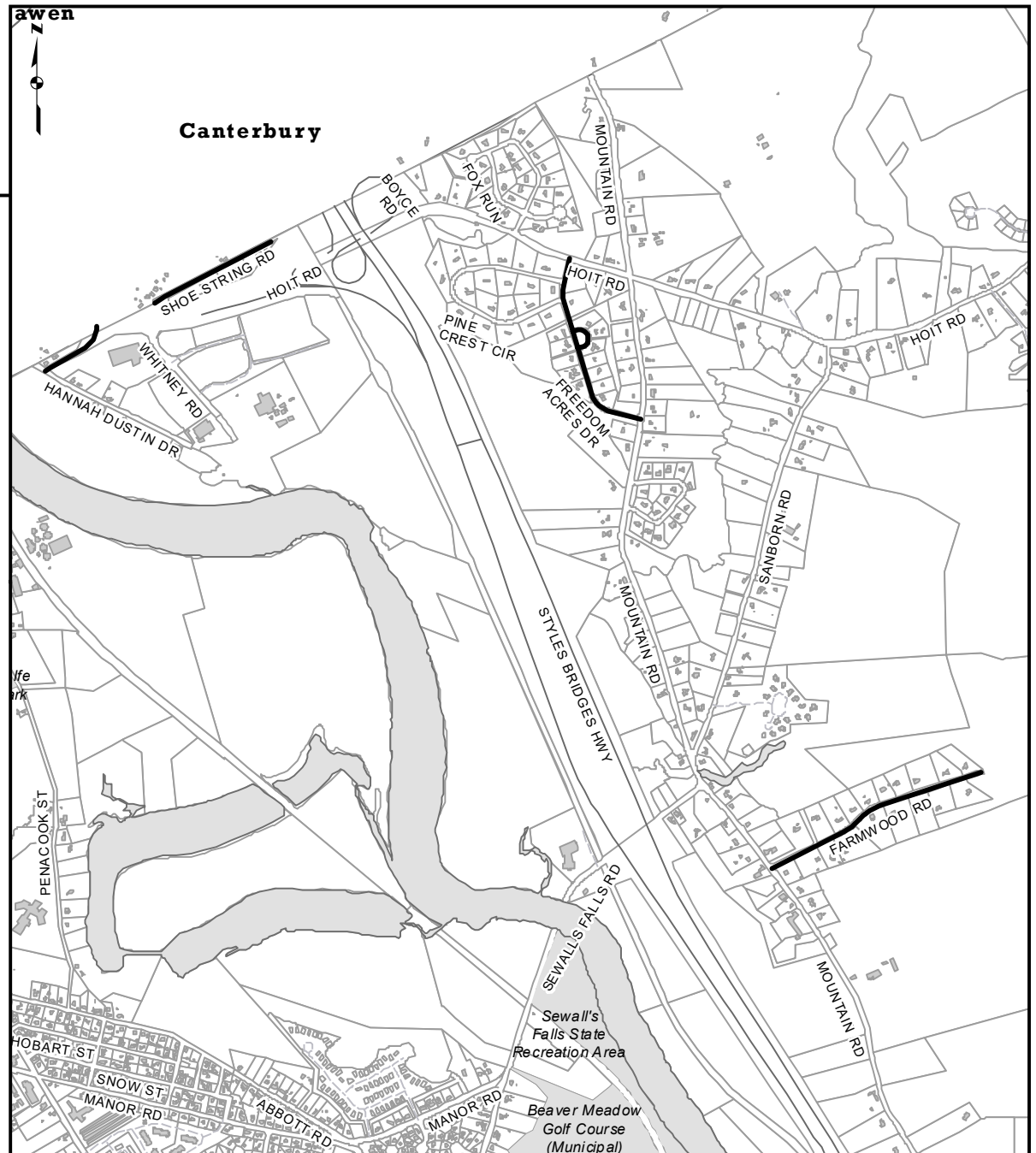
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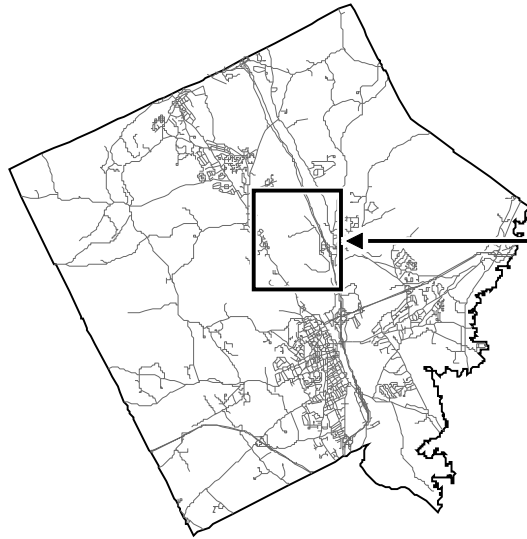
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**FY 2025
CIP PROJECT #78**

**ANNUAL HIGHWAY
IMPROVEMENT PROGRAM**





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GEOGRAPHIC INFORMATION SYSTEM

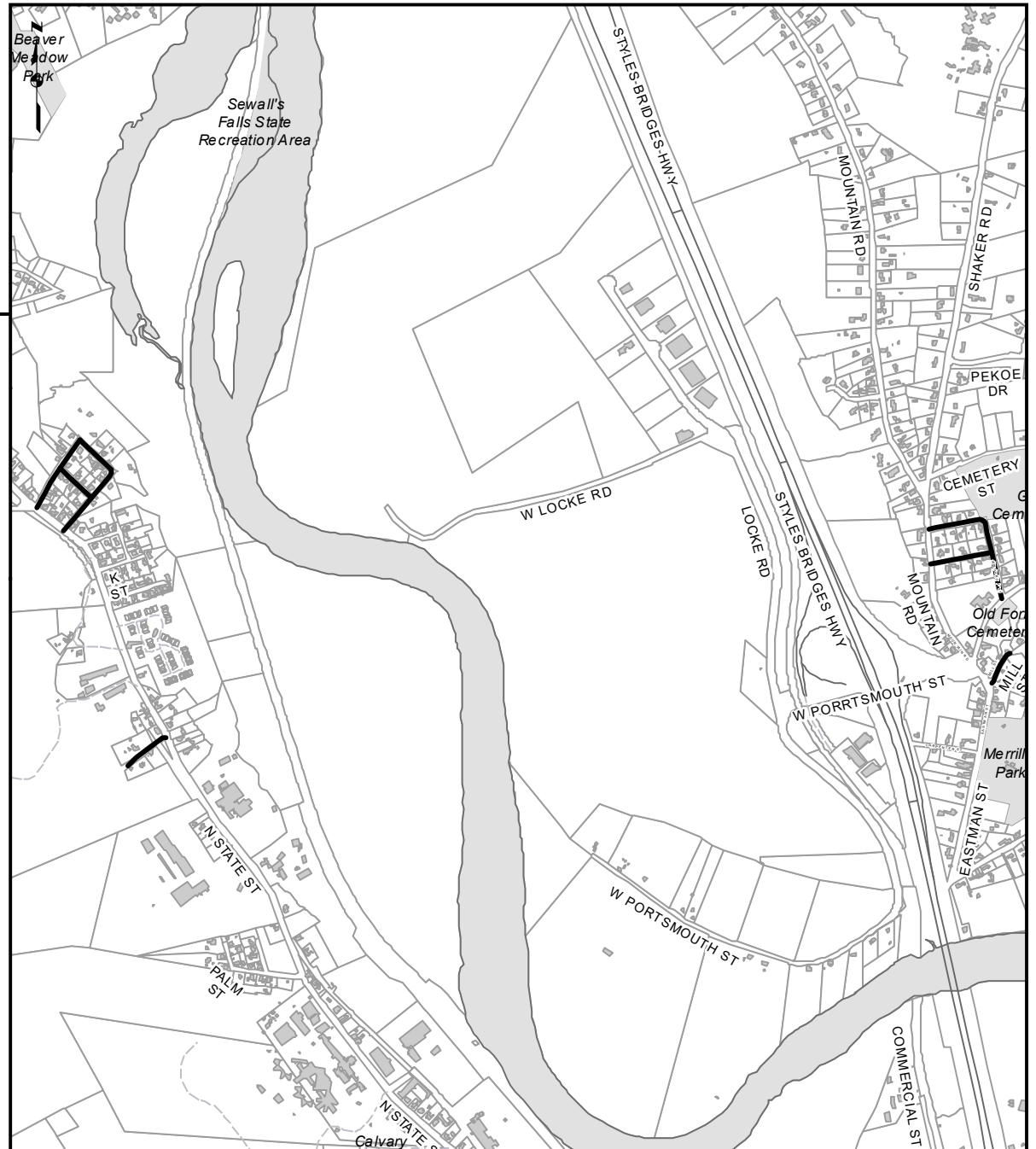
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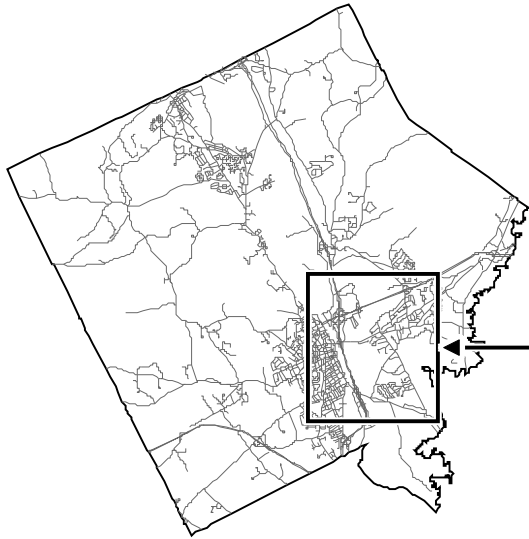
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**FY 2025
CIP PROJECT #78**

**ANNUAL HIGHWAY
IMPROVEMENT PROGRAM**





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City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

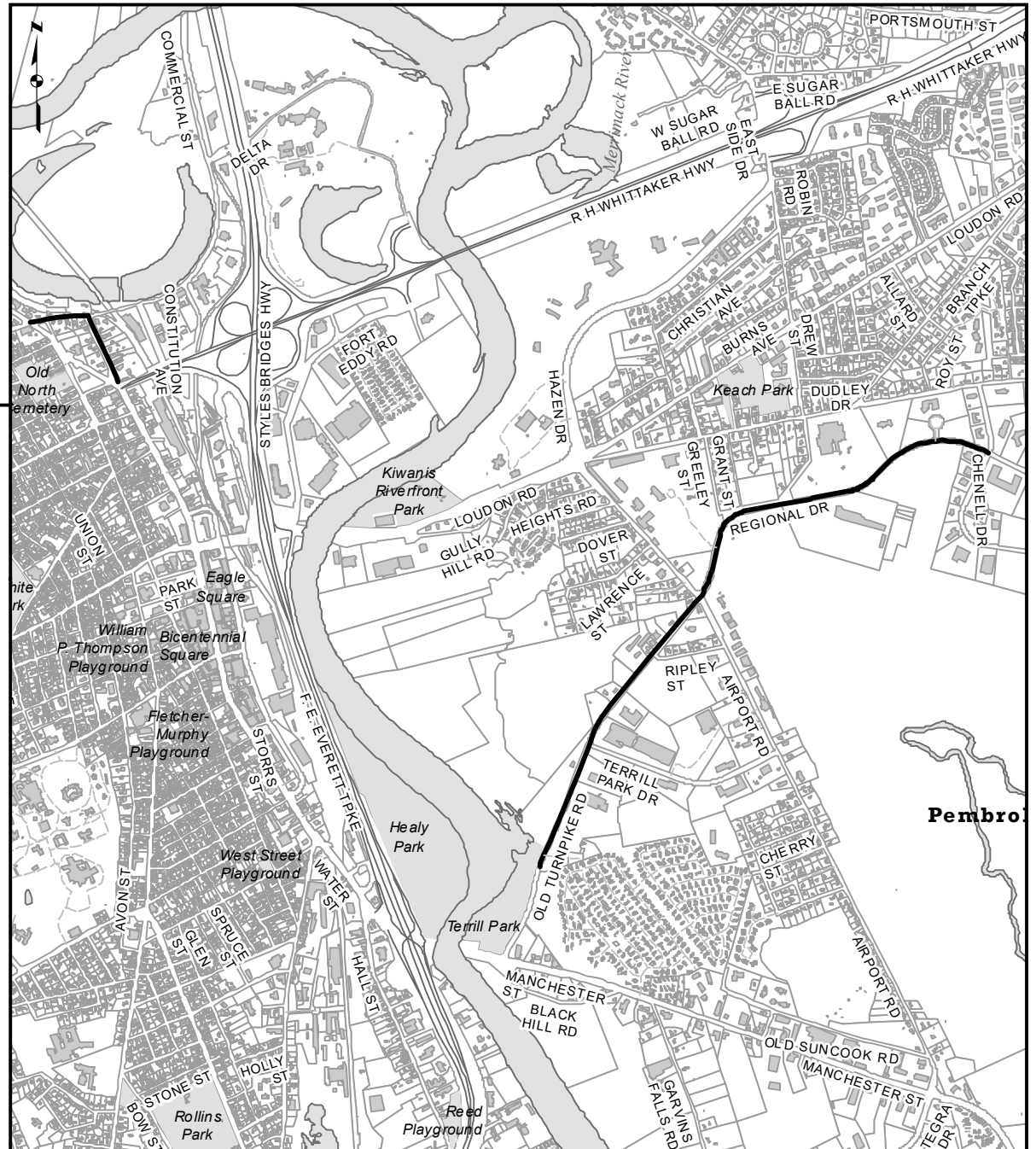
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**FY 2025
CIP PROJECT #78**

**ANNUAL HIGHWAY
IMPROVEMENT PROGRAM**



**2025-2034
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	☐ New	N/A	Safety	N/A	Facility Cond.	N/A	Productivity	
SERVED:	☒ 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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Water	G.O. Bonds	235,000*	2,350,000	0	0	0	0	0	0	0	0	2,585,000
Other	Tax Increment Financing	100,000*	1,000,000	0	0	0	0	0	0	0	0	1,100,000
General	Donations	165,000*	1,650,000	0	0	0	0	0	0	0	0	1,815,000
General	G.O. Bonds	0	0	250,000	750,000	1,500,000	0	1,500,000	0	1,500,000	75,000	5,575,000
Total		500,000	5,000,000	250,000	750,000	1,500,000	0	1,500,000	0	1,500,000	75,000	11,075,000

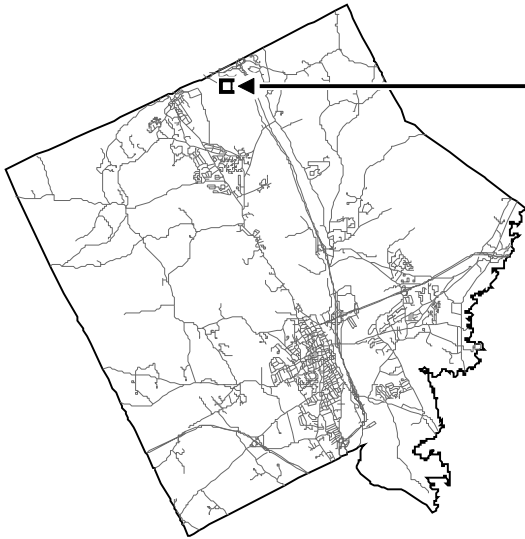
VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water G.O. Bonds	235,000	Design of the collapsed Burnham Brook Culvert under the future extension of Whitney Road (pending outcome of feasibility study). Water Fund share.
	General Donations	165,000	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	100,000	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.
		<u>\$500,000</u>	2025 Subtotal
2026	Water G.O. Bonds	2,350,000	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.
	General Donations	1,650,000	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	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. Penacook Village Tax Increment Finance District share.
		<u>\$5,000,000</u>	2026 Subtotal
2027	General G.O. Bonds	250,000	Design, permitting and bidding of the replacement structure for the deteriorated 24 inch x 42 inch granite culvert located near 53 Curtisville Road.

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#83-Storm Water Improvements	
		\$250,000	2027 Subtotal
2028	General G.O. Bonds	750,000	Construction replacement of the deteriorated 24 inch x 42 inch granite culvert located near 53 Curtisville Road.
		\$750,000	2028 Subtotal
2029	General G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
		\$1,500,000	2029 Subtotal
2031	General G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
		\$1,500,000	2031 Subtotal
2033	General G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
		\$1,500,000	2033 Subtotal
2034	General G.O. Bonds	75,000	Stormwater Enterprise Fund rate study update.
		\$75,000	2034 Subtotal
TOTAL		\$11,075,000	



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**FY 2025
CIP PROJECT #83**

**STORM WATER
IMPROVEMENTS**



**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	M	Safety	M	Facility Cond.	N/A	Productivity	
SERVED:	☒ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	H City Master Pl.
	☒ Rebuild	N/A	O + M Costs	N/A	Council Goals	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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Water	G.O. Bonds	550,000	0	0	0	0	0	260,000	500,000	475,000	585,000	2,370,000
	Total	550,000	0	0	0	0	0	260,000	500,000	475,000	585,000	2,370,000

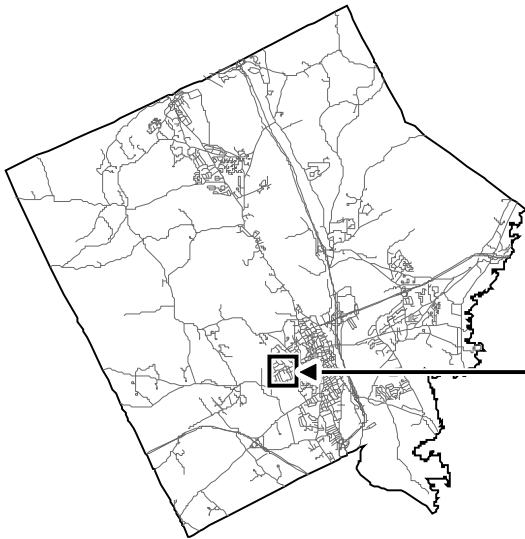
VII. PROJECT FUND DETAIL

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.
		<u>\$550,000</u>	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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	500,000	Design and line 1250 LF of 6" and 8" water main on Fernald St, Ormond St, Winthrop St, Fifield St, and Welch St.
		\$500,000	2032 Subtotal
2033	Water G.O. Bonds	475,000	Design and line 2350 LF of 6" water main in Ridge Rd.
		\$475,000	2033 Subtotal
2034	Water G.O. Bonds	585,000	Design and line 2830 LF of 6' and 8" water main in Curtice, Edgemont, Engle, Ferry, Foster, Prospect, Blanchard, N. Essex and Rowel.
		\$585,000	2034 Subtotal
	TOTAL	\$2,370,000	

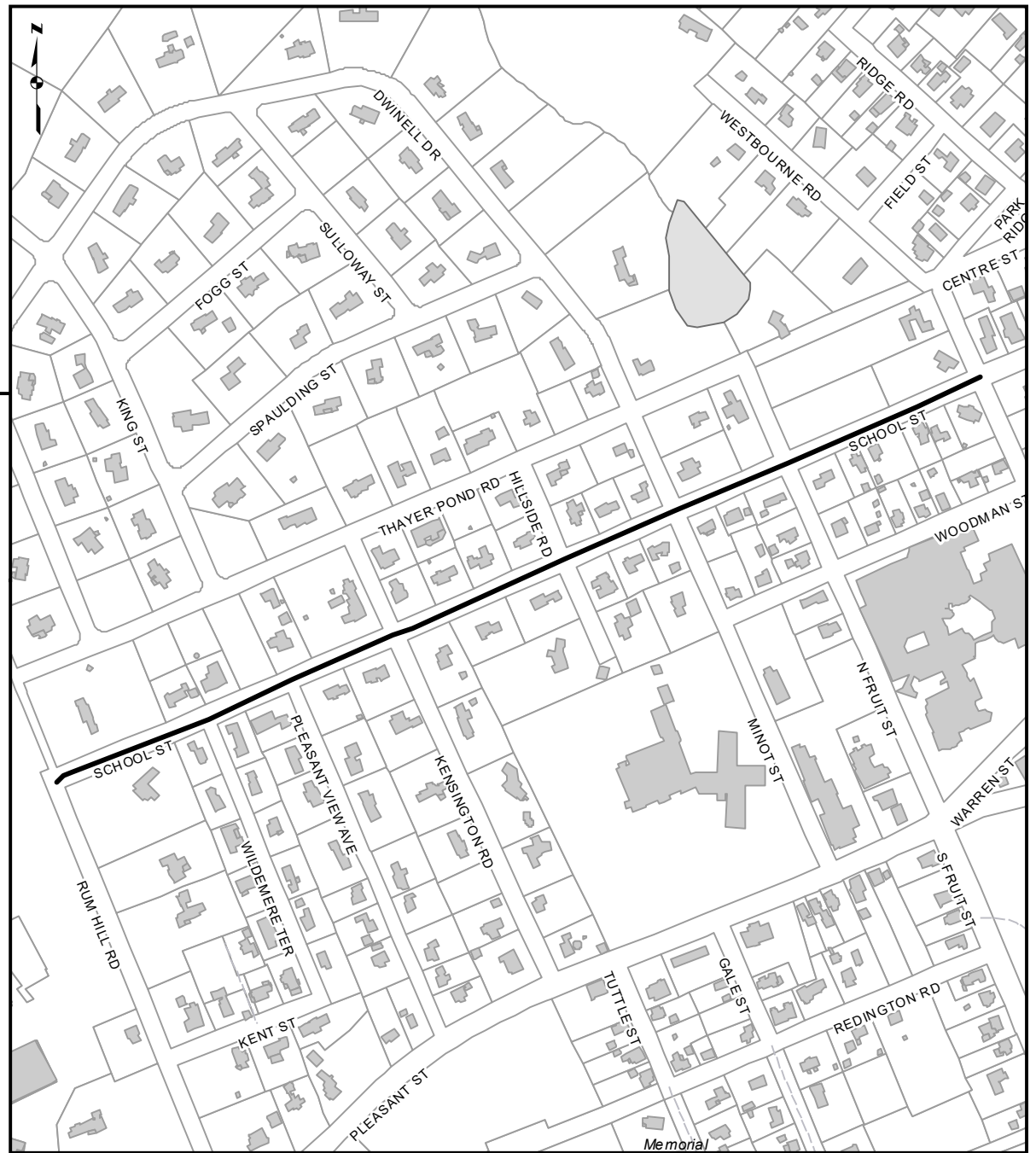
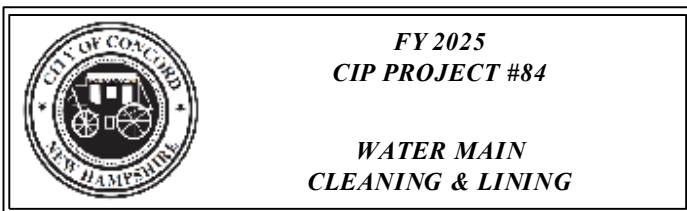


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**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L Safety	H Facility Cond.	N/A Productivity	
SERVED:	☒ Replace	N/A Mandates	H Service Def.	N/A Tax Base Exp.	H City Master Pl.
	☐ Rebuild	N/A O + M Costs	N/A Council Goals	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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Water	G.O. Bonds	0	1,130,000	0	0	0	0	2,000,000	0	0	5,000,000	8,130,000
	Total	0	1,130,000	0	0	0	0	2,000,000	0	0	5,000,000	8,130,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Water G.O. Bonds	1,130,000	Industrial Park Dr and a portion of Pembroke Road (from Industrial Park Drive to 400 feet westerly) - Design and construct 3100 LF of 12 and 8 inch water main replacement to replace old infrastructure and meet current water flow demands.

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#85-Water Main Replacement	
		\$1,130,000	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
2034	Water G.O. Bonds	5,000,000	Replace approximately 10,000 LF of 4 inch, 6 inch, and 8 inch mains city wide.
		\$5,000,000	2034 Subtotal
	TOTAL	\$8,130,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Water Distribution System

II. LOCATION: See Attached List

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	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
2026	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	2026 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

**2025-2034
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	☒ New	☐ L	Safety	☐ M	Facility Cond.	☐ N/A	Productivity	
SERVED:	☒ Replace	☐ N/A	Mandates	☐ M	Service Def.	☐ N/A	Tax Base Exp.	☐ M City Master Pl.
	☐ Rebuild	☐ M	O + M Costs	☐ N/A	Council Goals	☐ M	Timeliness	Water
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

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

SERVICE IMPACT: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Water	Capital Transfer	0	0	0	0	0	0	0	0	25,000	0	25,000
Water	G.O. Bonds	80,000	100,000	400,000	400,000	0	950,000	1,025,000	120,000	250,000	300,000	3,625,000
	Total	80,000	100,000	400,000	400,000	0	950,000	1,025,000	120,000	275,000	300,000	3,650,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #88-Water Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water G.O. Bonds	80,000	Replace eight flocculator units.
		<u>\$80,000</u>	2025 Subtotal
2026	Water G.O. Bonds	100,000	Rebuild four treatment trains (concrete improvements).
		<u>\$100,000</u>	2026 Subtotal
2027	Water G.O. Bonds	400,000	Filter and underdrain improvements.
		<u>\$400,000</u>	2027 Subtotal
2028	Water G.O. Bonds	400,000	Filter and underdrain improvements.
		<u>\$400,000</u>	2028 Subtotal
2030	Water G.O. Bonds	800,000	Plant filter re-build.
	Water G.O. Bonds	150,000	Plant boiler replacement.
		<u>\$950,000</u>	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).
		<u>\$1,025,000</u>	2031 Subtotal
2032	Water G.O. Bonds	120,000	Flooring replacement.
		<u>\$120,000</u>	2032 Subtotal
2033	Water G.O. Bonds	150,000	Check valve replacement raw water pumps - three units.

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#88-Water Plant Improvements	
	Water G.O. Bonds	100,000	Turbidity meter replacements - nine units.
	Water Capital Transfer	25,000	Raw water meter replacement.
		<u>\$275,000</u>	2033 Subtotal
2034	Water G.O. Bonds	200,000	Backwash pumps repair / replacement
	Water G.O. Bonds	100,000	Process water pump skid replacement
		<u>\$300,000</u>	2034 Subtotal
	TOTAL	<u>\$3,650,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: 125 Hall Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	H	Safety	N/A	Facility Cond.	N/A	Productivity	
SERVED:	☒ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Sewer	G.O. Bonds	0	0	0	0	0	275,000	4,300,000	0	640,000	1,000,000	6,215,000
	Total	0	0	0	0	0	275,000	4,300,000	0	640,000	1,000,000	6,215,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	Sewer G.O. Bonds	275,000	Design complete refurbishment of second bio-tower. 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 engineering and construction of bio-tower improvements designed in FY 2030.
		\$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
2034	Sewer G.O. Bonds	1,000,000	Replacement of Biorem Media.
		\$1,000,000	2034 Subtotal
	TOTAL	\$6,215,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Sewer Collection

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to line or replace sewer mains, which are in poor condition. This project also includes maintenance of the sewer interceptors access roads.

SERVICE IMPACT: Reduced maintenance and improved service.

IMPACT IF NOT FUNDED: Continued deterioration of sewer system will result in escalated maintenance costs, potential health and safety liabilities, as well as more expensive permanent repairs in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2024

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Sewer	G.O. Bonds	16,900,000	0	0	0	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	24,100,000
Sewer	Capital Transfer	40,000	40,000	40,000	40,000	40,000	40,000	40,000	160,000	70,000	70,000	580,000
	Total	16,940,000	40,000	40,000	40,000	1,240,000	1,240,000	1,240,000	1,360,000	1,270,000	1,270,000	24,680,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

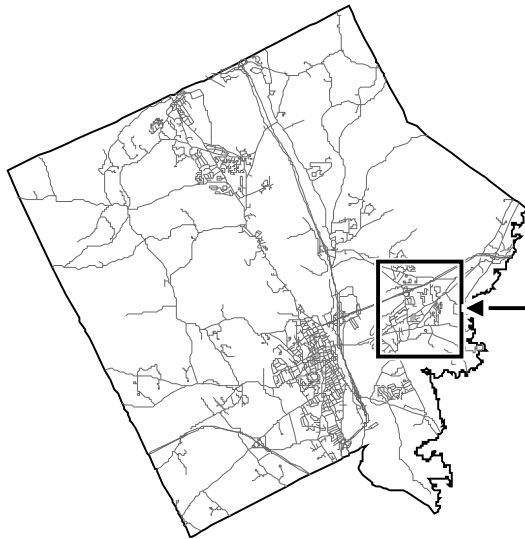
VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Sewer G.O. Bonds	16,900,000	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.
		\$16,940,000	2025 Subtotal
2026	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		\$40,000	2026 Subtotal
2027	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		\$40,000	2027 Subtotal
2028	Sewer 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
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.
		\$1,240,000	2031 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#91-Sewer Main Rehabilitation and Construction
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.
	Sewer Capital Transfer	70,000 Interceptor Access Road maintenance
		\$1,270,000 2033 Subtotal
2034	Sewer G.O. Bonds	1,200,000 Sewer main lining/replacement per Wright-Pierce Collection System Priority Study
	Sewer Capital Transfer	70,000 Interceptor Access Road maintenance
		\$1,270,000 2034 Subtotal
	TOTAL	\$24,680,000



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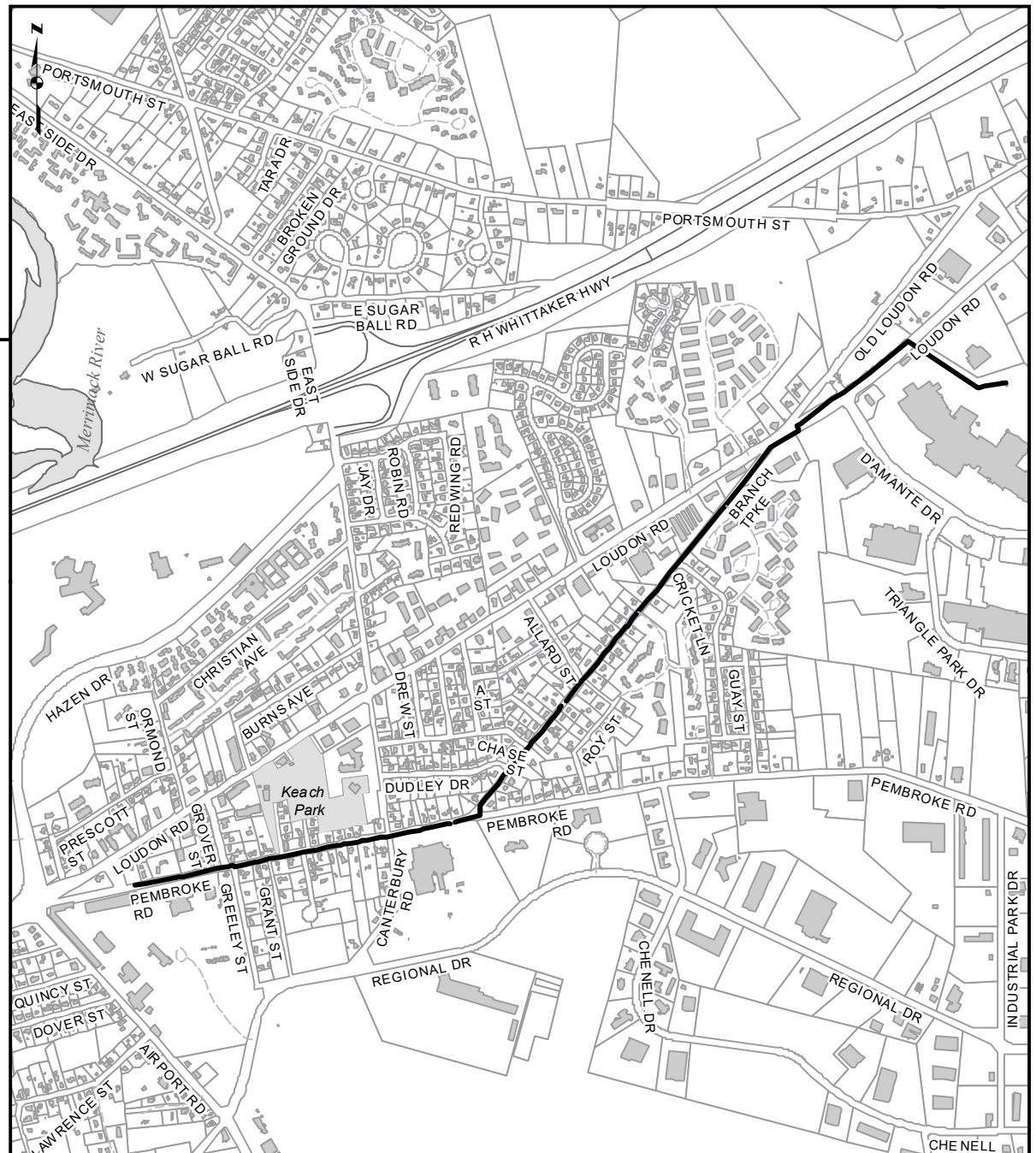
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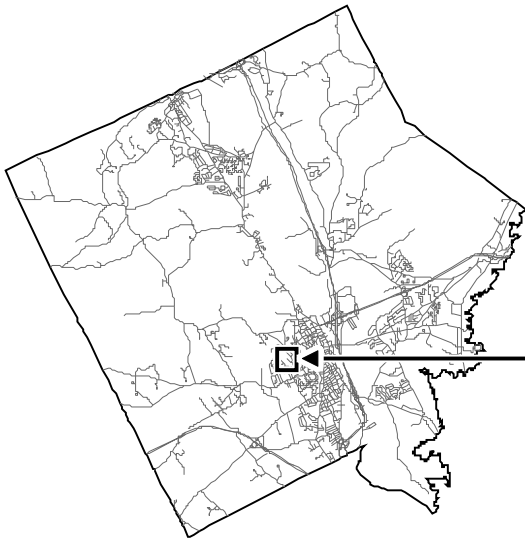
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Not to Scale



**FY 2025
CIP PROJECT #91
SEWER MAIN REHABILITATION
AND CONSTRUCTION**





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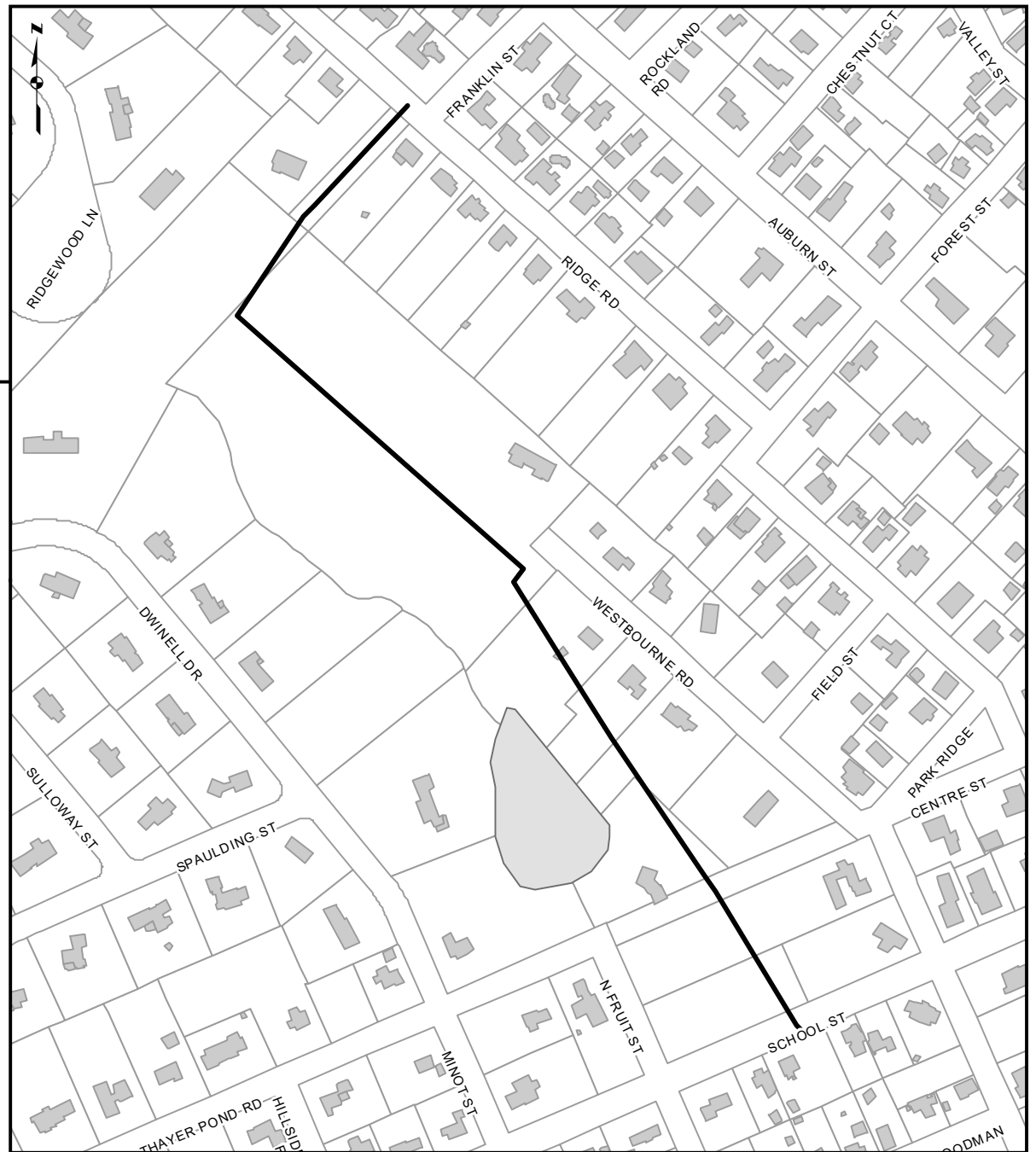
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Not to Scale



**FY 2025
CIP PROJECT #91
SEWER MAIN REHABILITATION
AND CONSTRUCTION**



**2025-2034
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	☒ New	<u>N/A</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☐ Replace	<u>N/A</u>	Mandates	<u>M</u>	Service Def.	<u>L</u>	Tax Base Exp.	<u>M</u> City Master Pl.
	☒ Rebuild	<u>H</u>	O + M Costs	<u>H</u>	Council Goals	<u>L</u>	Timeliness	Economic Development
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to design and construct streetscape improvements proposed for Low Avenue as originally proposed in the 1997 Downtown Master Plan, 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2034	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	2034 Subtotal
TOTAL		\$400,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: 125 Hall Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ M	Safety	☐ H	Facility Cond.	☐ N/A	Productivity	
SERVED:	☒ Replace	☐ L	Mandates	☐ M	Service Def.	☐ N/A	Tax Base Exp.	☐ M City Master Pl.
	☒ Rebuild	☐ L	O + M Costs	☐ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Sewer	G.O. Bonds	5,040,000	0	1,400,000	505,000	4,555,000	3,065,000	3,575,000	6,875,000	2,990,000	1,500,000	29,505,000
	Total	5,040,000	0	1,400,000	505,000	4,555,000	3,065,000	3,575,000	6,875,000	2,990,000	1,500,000	29,505,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Sewer G.O. Bonds	4,000,000	Dewatering equipment refurbishments and conveyer replacement.
	Sewer G.O. Bonds	530,000	Allowance for concrete / structural repairs.
	Sewer G.O. Bonds	300,000	Refurbishment of tank mixing system.
	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.
		<u>\$5,040,000</u>	2025 Subtotal
2027	Sewer G.O. Bonds	1,000,000	Exterior building maintenance repointing, sealing , and replacement windows.
	Sewer G.O. Bonds	250,000	Replacement of fire alarm panel and devices
	Sewer G.O. Bonds	150,000	Motor Control Center Testing
		<u>\$1,400,000</u>	2027 Subtotal
2028	Sewer G.O. Bonds	320,000	SCADA system upgrades.
	Sewer G.O. Bonds	160,000	Replace roof on Admin Gravity Belt Thickener (AGBT) room with EDPM membrane roof system.
	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		<u>\$505,000</u>	2028 Subtotal
2029	Sewer G.O. Bonds	4,230,000	Grit removal equipment replacement.
	Sewer G.O. Bonds	300,000	Replacement of holding tank blowers.
	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		<u>\$4,555,000</u>	2029 Subtotal
2030	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.
		<u>\$3,065,000</u>	2030 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

2031	Sewer G.O. Bonds	2,000,000	Plant water piping replacement.
	Sewer G.O. Bonds	1,200,000	Road paving.
	Sewer G.O. Bonds	275,000	Design refurbishment of 2nd Biotower
	Sewer G.O. Bonds	100,000	Structural coatings for chlorine building ceiling beams.
		<u>\$3,575,000</u>	2031 Subtotal
2032	Sewer G.O. Bonds	4,250,000	Equipment replacement - Motor Control Center.
	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.
	Sewer G.O. Bonds	340,000	Renovation of administration area to address ADA compliance issues.
	Sewer G.O. Bonds	300,000	Renovate laboratory.
		<u>\$6,875,000</u>	2032 Subtotal
2033	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.
		<u>\$2,990,000</u>	2033 Subtotal
2034	Sewer G.O. Bonds	1,500,000	Replace two intermediate lift pumps.
		<u>\$1,500,000</u>	2034 Subtotal
TOTAL		<u>\$29,505,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #107-Golf Course Club House and Maintenance Buildings

I. PROJECT TYPE: Golf

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to maintain buildings at the Beaver Meadow Golf Course. Building facilities include the Clubhouse (Pro Shop, Restaurant, and related amenities), the Maintenance Facility, as well as the Cart Storage Building and Irrigation Pump House. Funding is contingent upon sufficient net operating revenues within the Golf Enterprise Fund to support capital investments, or financial support from the City's General Fund.

SERVICE IMPACT: Routine investment in the golf course will preserve and improve the quality of the course thereby maintaining customer satisfaction and market share.

IMPACT IF NOT FUNDED: Without routine investments, the facility will deteriorate 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	4,500,000	0	0	0	0	0	0	0	0	4,500,000
Golf	G.O. Bonds	900,000	60,000	125,000	45,000	35,000	35,000	45,000	100,000	100,000	50,000	1,495,000
	Total	900,000	4,560,000	125,000	45,000	35,000	35,000	45,000	100,000	100,000	50,000	5,995,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #107-Golf Course Club House and Maintenance Buildings

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Golf G.O. Bonds	900,000	Parking Lot expansion and replacement
		<u>\$900,000</u>	2025 Subtotal
2026	General G.O. Bonds	4,500,000	Construct New Clubhouse *
	Golf G.O. Bonds	60,000	Update Cart Barn to include new storage areas
		<u>\$4,560,000</u>	2026 Subtotal
2027	Golf G.O. Bonds	125,000	Maintenance Barn Updates
		<u>\$125,000</u>	2027 Subtotal
2028	Golf G.O. Bonds	45,000	Construct Permanent on Course Bathrooms
		<u>\$45,000</u>	2028 Subtotal
2029	Golf G.O. Bonds	35,000	Range Shed Building Updates
		<u>\$35,000</u>	2029 Subtotal
2030	Golf G.O. Bonds	35,000	Pump House Updates
		<u>\$35,000</u>	2030 Subtotal
2031	Golf G.O. Bonds	45,000	Construct Permanent on Course Bathrooms
		<u>\$45,000</u>	2031 Subtotal
2032	Golf G.O. Bonds	100,000	Maintenance Barn Upgrades
		<u>\$100,000</u>	2032 Subtotal
2033	Golf G.O. Bonds	100,000	Tent Shell and Floor Replacement

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#107-Golf Course Club House and Maintenance Buildings	
		\$100,000	2033 Subtotal
2034	Golf G.O. Bonds	50,000	Construct Permanent on Course Bathrooms
		\$50,000	2034 Subtotal
	TOTAL	\$5,995,000	

**2025-2034
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	☐ New	<u>M</u>	Safety	<u>M</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☐ Replace	<u>L</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☒ Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	Water
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Water	G.O. Bonds	0	0	0	0	0	0	0	0	75,000	0	75,000
	Total	0	0	0	0	0	0	0	0	75,000	0	75,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2033	Water G.O. Bonds	75,000	Rehabilitation/repairs of dam and spillway.
		\$75,000	2033 Subtotal
	TOTAL	\$75,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: GSD Vehicles

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project establishes a long-range replacement plan for City Highway/Utilities, Water Treatment Plant, Waste Water Treatment Plants, as well as Parks and Recreation Department vehicles and heavy equipment. Vehicle and equipment replacement for the Police and Fire Departments are addressed through other capital improvement program projects, or the annual operating budget. 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Sewer	G.O. Bonds	95,000	180,000	180,000	123,000	255,000	287,000	257,000	415,000	525,000	25,000	2,342,000
Water	G.O. Bonds	175,000	82,000	0	220,000	252,000	82,000	412,000	246,000	120,000	323,000	1,912,000
General	G.O. Bonds	1,185,000	1,763,000	1,812,000	1,871,000	1,602,000	2,129,000	2,269,000	2,239,000	2,081,000	2,586,000	19,537,000
	Total	1,455,000	2,025,000	1,992,000	2,214,000	2,109,000	2,498,000	2,938,000	2,900,000	2,726,000	2,934,000	23,791,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	460,000	Replace two 6-wheel dump trucks (2008) (Units #1234 & #1233)
	General G.O. Bonds	230,000	Replace Sidewalk Tractor (2014) (Unit #1365)
	General G.O. Bonds	115,000	Replace Wheel Loader Boom Mower (2011)
	General G.O. Bonds	100,000	Replace Ford F-350 4wd Unit #1112 (2015)
	Water G.O. Bonds	90,000	Replace one Ford F- 350 4x4 Pickup WP (Unit #877) (2015)
	Sewer G.O. Bonds	75,000	Replace one 4x4 pickup (Unit #713) (2016)
	General G.O. Bonds	70,000	Replace 4x2 Super Cab Pickup #906 (2014)
	General G.O. Bonds	65,000	Replace Wheel Loader Road Widener, Shoulder Machine (1975)
	Water G.O. Bonds	65,000	Replace one Ford F-150 extra cab pickup 4x4 W UTIL (Unit #826) (2014)
	General G.O. Bonds	55,000	Replace one Ford F-150 extra cab pickup truck ENG (Unit #460) (2013)
	General G.O. Bonds	50,000	Replace Trailer (Grapple Trailer) (2008)
	General G.O. Bonds	40,000	Replace a four post mobile truck lifting system with a 72,000 lbs. capacity for servicing heavy duty trucks and fire apparatus.
	Sewer G.O. Bonds	20,000	Replace a four post mobile truck lifting system with a 72,000 lbs. capacity for servicing heavy duty trucks and fire apparatus.
	Water G.O. Bonds	20,000	Replace a four post mobile truck lifting system with a 72,000 lbs. capacity for servicing heavy duty trucks and fire apparatus.
		\$1,455,000	2025 Subtotal
2026	General G.O. Bonds	532,000	Replace two (2) dump trucks (2013) (Units #1235 and #1236)
	General G.O. Bonds	330,000	Replace one bucket loader (Unit #1301)
	General G.O. Bonds	210,000	Replace one sidewalk tractor (Unit #1367)
	General G.O. Bonds	195,000	Replace one service truck F550 (Unit #009)
	General G.O. Bonds	180,000	Replace two Ford F-350 crew cab rack body trucks (Units #1107 & #1108)
	Sewer G.O. Bonds	180,000	Replace Ford F-350 Crew Cab Unit #724
	General G.O. Bonds	110,000	Replace F350 Dump Truck 4x4 W/Plow (Unit #691)

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	General G.O. Bonds	96,000	Replace Case Skid steer Unit #1362
	Water G.O. Bonds	82,000	Replace one 4x4 Ford pickup truck (Unit #827)
	General G.O. Bonds	60,000	Replace one Ford F150 4x2 Pickup (Unit #461)
	General G.O. Bonds	20,000	Replace one Stainless steel spreader (Unit #1226SS)
	General G.O. Bonds	15,000	Replace one 9 -ton trailer (Unit #672)
	General G.O. Bonds	15,000	Replace one 3.4 CY sander (Unit 1103SS)
		\$2,025,000	2026 Subtotal
2027	General G.O. Bonds	275,000	Replace 10-wheel dump trucks unit #1237
	General G.O. Bonds	255,000	Replace 6-Wheel Dump Truck #1238
	General G.O. Bonds	215,000	Replace Sidewalk Tractor Unit #1368
	General G.O. Bonds	192,000	Replace snow blower unit #004
	Sewer G.O. Bonds	180,000	Replace Ford F-550 Platform body 4x2
	General G.O. Bonds	135,000	Replace Ford F550/Util Bos Unit #905
	General G.O. Bonds	120,000	Replace 4x2 Super Cab Pickup ENG. (UNIT #463 and #462)
	General G.O. Bonds	110,000	Replace Loader Plow/double wing Unit #1303
	General G.O. Bonds	110,000	Replace Ford F350 (Unit #907)
	General G.O. Bonds	110,000	Replace Ford F350 Dump #691
	General G.O. Bonds	85,000	Replace Ford F-450 Unit #659
	General G.O. Bonds	70,000	Replace 4x2 Pickup Unit #908
	General G.O. Bonds	60,000	Replace 4X2 F-150 Super cab pick-up truck Unit #460
	General G.O. Bonds	48,000	Replace 2 SS Sanders Unit #1235SS & #1236SS
	General G.O. Bonds	15,000	Replace Utility Trailer Unit #1402
	General G.O. Bonds	12,000	Replace SS 5CY Sander Unit #659SS
		\$1,992,000	2027 Subtotal
2028	General G.O. Bonds	340,000	Replace Case Loader Unit #1302
	General G.O. Bonds	320,000	Replace Grader John Deere (Unit #1310)

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program
	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	120,000 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 4WD 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
	General G.O. Bonds	78,000 Replace F-350 Crew Cab 4x4 Unit #603
	General G.O. Bonds	78,000 Replace F-350 PU 4x4 Unit #604
	Water G.O. Bonds	75,000 Replace Vac-Tron Trailer Unit #828
	General G.O. Bonds	66,000 Trackless Leaf Loader #1460
	Sewer G.O. Bonds	65,000 Replace 4x4 pick-up truck F250 (2018) units #757
	Sewer G.O. Bonds	58,000 Replace SUV Edge Unit #756
	Water G.O. Bonds	50,000 F250 4X4 PU #880
	General G.O. Bonds	20,000 Replace SS 6CY Sander Unit #704SS
	General G.O. Bonds	20,000 Replace trailer #1401
	General G.O. Bonds	18,000 Mid-Atlantic Trailer Unit #1403
		\$2,214,000 2028 Subtotal
2029	General G.O. Bonds	580,000 Replace four Ford F-550 4x4 Pickup Units #1114, 1115, 1116 & 1117
	Sewer G.O. Bonds	230,000 Replace 6 Wheel Dump Unit #705
	General G.O. Bonds	230,000 6 Wheel Dump Trucks #1239
	General G.O. Bonds	170,000 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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program
	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
	Water G.O. Bonds	28,000 Replace Genesis Boat Trailer Unit #879
	Sewer G.O. Bonds	25,000 Replace Box Trailer Unit # 722
		\$2,109,000 2029 Subtotal
2030	General G.O. Bonds	325,000 6 Wheel 4x4 Bucket Truck Unit #675
	General G.O. Bonds	265,000 Replace 6 Wheel Dump Truck Unit #1240
	General G.O. Bonds	235,000 Replace 6 Wheel Dump Truck Unit #1239
	General G.O. Bonds	220,000 Replace Two (2) skid-steer Unit #1371 and 1364
	Sewer G.O. Bonds	185,000 Replace Case Backhoe Unit #726
	General G.O. Bonds	161,000 Replace two F-250 4x4 PU Unit #660 and 661
	General G.O. Bonds	145,000 Replace Golf Tractor Unit #677
	General G.O. Bonds	115,000 Replace Ford F-450 4x4 Dump Unit #605
	Sewer G.O. Bonds	102,000 Replace F-550 4x2 Pickup Unit #136
	General G.O. Bonds	95,000 Replace Ford F-350 Unit #909
	Water G.O. Bonds	64,000 Replace Extra Cab pickup unit #824
	General G.O. Bonds	38,000 Replace Welder Unit #398
	Water G.O. Bonds	18,000 Replace Utility Trailer Unit #878
	General G.O. Bonds	530,000 6 Wheel Dump Trucks #1241 and #1242
		\$2,498,000 2030 Subtotal
2031	General G.O. Bonds	645,000 Replace three Backhoes Unit #1344, 1345, and 1346
	General G.O. Bonds	370,000 Place Holder For Emergency Purchase
	General G.O. Bonds	300,000 Replace Front End Loader unit #1302

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program
	General G.O. Bonds	235,000 Replace 6 Wheel Dump Truck #1244
	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
	Water G.O. Bonds	60,000 Replace Ford F-150 Extra Cab (2wd) Unit #826
	General G.O. Bonds	60,000 4x2 Super Cab Pickup #1445
	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
	Water G.O. Bonds	36,000 Replace Tow behind Compressor Unit #830
	Sewer G.O. Bonds	36,000 Replace Tow behind Compressor Unit #725
	Water G.O. Bonds	235,000 Replace 6 Wheel In-body/Dump 102CA #1243
		\$2,938,000 2031 Subtotal
2032	General G.O. Bonds	470,000 Replace Two Sidewalk Tractors Unit #1379 & #1380
	General G.O. Bonds	410,000 Replace 2 Sidewalk Tractors Unit #1379A & 1380A
	General G.O. Bonds	295,000 Replace International 25k Dump #1246
	General G.O. Bonds	285,000 Replace International HV507 (Unit # 1245)
	General G.O. Bonds	240,000 Replace 2 skid-steer loaders Units #1381 & #1382
	General G.O. Bonds	220,000 Replace Blower Yellow #2
	Sewer G.O. Bonds	210,000 Replace Case Loader Backhoe #726
	Sewer G.O. Bonds	205,000 Replace Cut-Away Van (Camera) #715
	Water G.O. Bonds	140,000 Replace Mini Excavator #831
	General G.O. Bonds	92,000 Replace John Deere Mower #673

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program	
	Water G.O. Bonds	74,000	Replace 4x4 Pickup Ext Cab (#811)
	General G.O. Bonds	65,000	Replace 4 Ton Asphalt Hauler #66
	General G.O. Bonds	48,000	Replace 20 Ton Trailer #1308
	General G.O. Bonds	45,000	Replace Cam Deck over 20 Ton Tri #1304
	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	24,000	Replace SS 11cy sander
	General G.O. Bonds	20,000	Replace Tandem Trailer #1464
		\$2,900,000	2032 Subtotal
2033	Sewer G.O. Bonds	330,000	Replace 10 Wheeler Sludge Hauler Unit #112
	General G.O. Bonds	290,000	Replace 6 Wheel Dump Truck #1248
	General G.O. Bonds	290,000	Replace 6 Wheel Dump Truck Unit #1247
	General G.O. Bonds	235,000	Replace 10 Wheeler Dump Truck Unit #1252
	General G.O. Bonds	210,000	Replace Ford F-550 Dump 4x4 Unit #1250
	General G.O. Bonds	210,000	Replace 4x4 Dump/RPL/W 25k Dump Unit #1251
	Sewer G.O. Bonds	195,000	Replace 6 Wheel Dump Truck Unit #753
	General G.O. Bonds	130,000	Replace Ford F-350 Dump 4wd Unit #1112
	General G.O. Bonds	120,000	Replace Leaf Loader Unit #190
	Water G.O. Bonds	120,000	Replace Crew Cab Utility Body Unit #825
	General G.O. Bonds	94,000	Replace Chipper Unit #668
	General G.O. Bonds	92,000	Replace F-450 Dump 4wd Unit #901
	General G.O. Bonds	82,000	Replace 4x2 Super Cab Pickup Unit #1110
	General G.O. Bonds	70,000	Replace 2 Sign Boards Solar Unit # 447 and #449
	General G.O. Bonds	56,000	Replace Sign Board #444 and #445
	General G.O. Bonds	47,000	Replace SS 11Cy sander Unit #1235SS & #054SS
	General G.O. Bonds	44,000	Replace 2 SS 6CY sanders Unit # 1231SS and #1232SS
	General G.O. Bonds	36,000	Replace Tow Behind Comp Unit #422

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#121-Vehicle & Equipment Replacement Program
	General G.O. Bonds	25,000 Replace Low Floor Tilt Top Trl. Unit #185
	General G.O. Bonds	20,000 Replace 5 Ton Trailer Unit #64
	General G.O. Bonds	15,000 Replace Spreader 1.5CY Unit #875SS
	General G.O. Bonds	15,000 Replace SS 3.4 Cy Sander Unit #901SS
		\$2,726,000 2033 Subtotal
2034	General G.O. Bonds	648,000 Replace 4 Ford F-550 Pickups Unit # 1114, #1115, #1116 and #1117
	General G.O. Bonds	520,000 Replace (2)n 6 Wheel Dump Trucks Unit # 1251 and #1252
	General G.O. Bonds	365,000 Replace Case Loader Unit #1303
	Water G.O. Bonds	288,000 Replace 7 Ford F150 (Unit # 805, 806, 807, & 873)
	General G.O. Bonds	215,000 Replace New Sicard Unit #1375
	General G.O. Bonds	210,000 Replace Backhoe Loader Unit #617
	General G.O. Bonds	125,000 Replace Pickup F-450 4x4 Unit #659
	General G.O. Bonds	115,000 Replace John Deer Mower Unit #673
	General G.O. Bonds	115,000 Replace Skid steer Unit #1363
	General G.O. Bonds	80,000 Replace 4x2 super cab Pickup Unit #908
	General G.O. Bonds	76,000 Replace Tow Behind Sweeper Unit #1390
	General G.O. Bonds	75,000 Replace Slide in Hot Box Unit #1404
	General G.O. Bonds	42,000 Replace Air Compressor Unit #630
	Water G.O. Bonds	35,000 Replace Genesis Boat Trailer
	Sewer G.O. Bonds	25,000 Replace Box Trailer Unit #722
		\$2,934,000 2034 Subtotal
TOTAL		\$23,791,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Water Treatment

II. LOCATION: 53 Hutchins St. and pump stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide for routine replacement and upgrading of the 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Water	Capital Transfer	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	35,000	35,000	310,000
	Total	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	35,000	35,000	310,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2025 Subtotal
2026	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2026 Subtotal
2027	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2027 Subtotal
2028	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2028 Subtotal
2029	Water Capital Transfer	30,000	SCADA equipment and upgrades.
		<u>\$30,000</u>	2029 Subtotal
2030	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2030 Subtotal
2031	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2031 Subtotal
2032	Water Capital Transfer	30,000	SCADA equipment and software updates.
		<u>\$30,000</u>	2032 Subtotal
2033	Water Capital Transfer	35,000	SCADA equipment and software updates.
		<u>\$35,000</u>	2033 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#124-Water System SCADA Improvements	
2034	Water Capital Transfer	35,000	SCADA equipment and software updates.
		<u>\$35,000</u>	2034 Subtotal
	TOTAL	<u>\$310,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #230-Opticom Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

IMPACT IF NOT FUNDED: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Highway Reserve	0	0	20,000	0	0	20,000	0	0	20,000	0	60,000
	Total	0	0	20,000	0	0	20,000	0	0	20,000	0	60,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #230-Opticom Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General Highway Reserve	20,000	Opticom replacement. (City Wide)
		<u>\$20,000</u>	2027 Subtotal
2030	General Highway Reserve	20,000	Opticom replacement. (City Wide)
		<u>\$20,000</u>	2030 Subtotal
2033	General Highway Reserve	20,000	Opticom Replacement (City Wide)
		<u>\$20,000</u>	2033 Subtotal
	TOTAL	<u>\$60,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Golf

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project it is make routine investments to preserve and improve the grounds at the golf course. Improvements typically consist of greens rehabilitation, tee renovations, resurfacing of golf cart paths, irrigation improvements, and improvements to fairways.

SERVICE IMPACT: Routine investments maintain the quality of the course and player satisfaction, thereby preserving market share and financial viability of the course.

IMPACT IF NOT FUNDED: Course conditions and player satisfaction will 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	375,000	400,000	0	0	0	0	0	0	0	0	775,000
Golf	G.O. Bonds	60,000	60,000	200,000	25,000	35,000	50,000	50,000	35,000	50,000	150,000	715,000
Other	Capital Close-out	27,894	0	0	0	0	0	0	0	0	0	27,894
	Total	462,894	460,000	200,000	25,000	35,000	50,000	50,000	35,000	50,000	150,000	1,517,894

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	375,000	Irrigation improvements Holes #3,4, and 5
	Golf G.O. Bonds	60,000	Next Phase Tree Project Holes 15 & 16
	Other Capital Close-out	27,894	Irrigation improvements Holes #3,4, and 5
		\$462,894	2025 Subtotal
2026	General G.O. Bonds	400,000	Irrigation Final Phase Holes 6,7,8
	Golf G.O. Bonds	60,000	Bunker Renovation and Improvements
		\$460,000	2026 Subtotal
2027	Golf G.O. Bonds	150,000	Rebuild the 16th Green Complex
	Golf G.O. Bonds	50,000	Bunker Renovation and Improvements
		\$200,000	2027 Subtotal
2028	Golf G.O. Bonds	25,000	Design and Expand Forward tee on 15
		\$25,000	2028 Subtotal
2029	Golf G.O. Bonds	35,000	Bunker Improvements
		\$35,000	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.
		\$50,000	2031 Subtotal
2032	Golf G.O. Bonds	35,000	Bunkers

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#235-Golf Course Grounds Improvements	
		\$35,000	2032 Subtotal
2033	Golf G.O. Bonds	50,000	Drainage improvements 15 & 16
		\$50,000	2033 Subtotal
2034	Golf G.O. Bonds	150,000	Rebuild and Move 9th Green
		\$150,000	2034 Subtotal
	TOTAL	\$1,517,894	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Water	Capital Transfer	150,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,275,000
Water	G.O. Bonds	250,000	250,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	2,700,000
	Total	400,000	375,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	3,975,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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.
	Water Capital Transfer	25,000	Procurement of hardware and software of a meter asset management system (IDATA).
		<u>\$400,000</u>	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.
		<u>\$375,000</u>	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.
		<u>\$400,000</u>	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.
		<u>\$400,000</u>	2028 Subtotal
2029	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.
		<u>\$400,000</u>	2029 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#244-Water Meter Replacement Program		
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
2034	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	2034 Subtotal
TOTAL			\$3,975,000	

**2025-2034
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	☒ New	☐ H	Safety	☐ H	Facility Cond.	☐ H	Productivity	
SERVED:	☒ Replace	☐ H	Mandates	☐ H	Service Def.	☐ N/A	Tax Base Exp.	☐ City Master Pl.
	☒ Rebuild	☐ H	O + M Costs	☐ N/A	Council Goals	☐ H	Timeliness	Public Facilities
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide funding for a variety of repairs and improvements to the four existing fire stations on an annual basis. The 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)

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #252-Fire Station Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	250,000	0	0	0	350,000	0	0	77,000	0	0	677,000
	Total	250,000	0	0	0	350,000	0	0	77,000	0	0	677,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	135,000	Clean, descale, rehabilitate and repair sewer lines (Manor, Central, Broadway)
	General G.O. Bonds	115,000	Replace original heating system at Station #7 (Heights).
		<u>\$250,000</u>	2025 Subtotal
2029	General G.O. Bonds	350,000	Improvements to paved parking areas at the Heights, Broadway, and Central Fire Stations.
		<u>\$350,000</u>	2029 Subtotal
2032	General G.O. Bonds	77,000	Repair Central Station Retaining Wall
		<u>\$77,000</u>	2032 Subtotal
	TOTAL	<u>\$677,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Sewer Collection

II. LOCATION: Various Pump Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Sewer	G.O. Bonds	7,700,000	0	250,000	0	0	0	0	0	0	0	7,950,000
	Total	7,700,000	0	250,000	0	0	0	0	0	0	0	7,950,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Sewer G.O. Bonds	6,250,000	Construct Steeplegate Mall pump station improvements.
	Sewer G.O. Bonds	950,000	Construct Mountain Green North pump station improvements.
	Sewer G.O. Bonds	500,000	East Concord pump and grinder replacements.
		\$7,700,000	2025 Subtotal
2027	Sewer G.O. Bonds	250,000	SCADA system improvements.
		\$250,000	2027 Subtotal
	TOTAL	\$7,950,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Intersections

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to 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.

A number of City-owned signalized intersections are approaching their design life. As a result of recent failures, the program has been established to fully replace and maintain the traffic signal infrastructure at intersections based on a priority system established by inspection results.

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	760,000	1,219,000	630,500	633,000	652,000	760,000	680,500	690,500	711,500	733,500	7,470,500
	Total	760,000	1,219,000	630,500	633,000	652,000	760,000	680,500	690,500	711,500	733,500	7,470,500

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	550,000	Design and Construction of Pleasant/Green-South 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	100,000	Design of signalized intersection improvements at N State/Bouton and N State/Penacook.
	General G.O. Bonds	60,000	Traffic Signal Management System Upgrade.
	General G.O. Bonds	25,000	Study of signal warrants and determination of either removal or replacement of the traffic signals at Pleasant/Spring Intersection.
	General G.O. Bonds	25,000	Install new traffic signal controllers at the intersections of Manchester Street/Old Turnpike, S Main/Water-West, and S Main/Storrs-Perley. Estimate \$8,000/each.
		\$760,000	2025 Subtotal
2026	General G.O. Bonds	515,000	Construction of N State/Bouton 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	515,000	Construction of N State/Penacook 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	100,000	Install Rectangular Rapid-Flashing Beacons (RRFB) at N Main Street un-signalized crosswalks between Storrs Street and Bouton Street. Estimate \$25,000 each @ Pitman, Court, Chapel and Franklin. To be coordinated with CIP #17 sidewalk and crosswalk improvements.
	General G.O. Bonds	55,000	Design of signalized intersection improvements at Ft Eddy/Ft Eddy Plaza.
	General G.O. Bonds	34,000	Install new traffic signal controllers at the intersections of N State/Warren, N State/School, N State/Capitol, and Centre/Green. Estimate \$8,500/each.
		\$1,219,000	2026 Subtotal
2027	General G.O. Bonds	530,500	Construction of Ft Eddy/Ft Eddy Plaza 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.

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#283-Traffic Signals and Traffic Operations Improvements
	General G.O. Bonds	55,000 Design of signalized intersection improvements at Loudon/Hazen.
	General G.O. Bonds	45,000 Install new traffic signal controllers at the intersections of Ft Eddy/Lowes, D'Amante/Triangle Park, Loudon/East Mall, Loudon/Dicks, and Loudon/Walmart. Estimate \$9,000/each.
		\$630,500 2027 Subtotal
2028	General G.O. Bonds	546,500 Construction of Loudon/Hazen 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	58,000 Design of signalized intersection improvements at Centre/Green.
	General G.O. Bonds	28,500 Install new traffic signal controllers at the intersections of Loudon/East Side-Canterbury, Loudon/Everett Arena East, and Loudon/Everett Arena West. Estimate \$9,500/each.
		\$633,000 2028 Subtotal
2029	General G.O. Bonds	563,000 Construction of signalized intersection improvements at Centre/Green.
	General G.O. Bonds	60,000 Design of signalized intersection improvements at N State/Capitol.
	General G.O. Bonds	19,000 Install new traffic signal controllers at the intersections of S State/West and Pleasant/Langley. Estimate \$9,500/each.
	General G.O. Bonds	10,000 Design of mast arm and traffic signal poles at the intersection of N Main/Bouton-I393.
		\$652,000 2029 Subtotal
2030	General G.O. Bonds	580,000 Construction of signalized intersection improvements at N State/Capitol.
	General G.O. Bonds	100,000 Construction of new mast arm and traffic signal poles at the intersection of N Main/Bouton-I393.
	General G.O. Bonds	60,000 Design of signalized intersection improvements at N State/School.
	General G.O. Bonds	20,000 Install new traffic signal controllers at the intersections of Clinton/S Fruit and Water/Hall. Estimate \$10,000/each.
		\$760,000 2030 Subtotal
2031	General G.O. Bonds	597,500 Construction of signalized intersection improvements at N State/School.
	General G.O. Bonds	62,000 Design of signalized intersection improvements at N State/Warren.
	General G.O. Bonds	21,000 Install new traffic signal controllers at the intersections of Loudon/D'Amante and D'Amante/West Mall -

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		CD-ENGINEERING SERVICES	#283-Traffic Signals and Traffic Operations Improvements	
				Shaws. Estimate \$10,500/each.
			\$680,500	2031 Subtotal
2032	General	G.O. Bonds	615,500	Construction of signalized intersection improvements at N State/Warren.
	General	G.O. Bonds	64,000	Design of signalized intersection improvements at S Main/Storrs-Perley.
	General	G.O. Bonds	11,000	Install new traffic signal controller at the intersection of Airport/Regional.
			\$690,500	2032 Subtotal
2033	General	G.O. Bonds	634,000	Construction of signalized intersection improvements at S Main/Storrs-Perley.
	General	G.O. Bonds	66,000	Design of signalized intersection improvements at S Main/Water-West.
	General	G.O. Bonds	11,500	Install new traffic signal controller at the intersection of Fisherville/Sewalls Falls.
			\$711,500	2033 Subtotal
2034	General	G.O. Bonds	653,500	Construction of signalized intersection improvements at S Main/Water-West.
	General	G.O. Bonds	68,000	Design of signalized intersection improvements at Water/Hall.
	General	G.O. Bonds	12,000	Install new traffic signal controller at the intersection of Clinton/Langley.
			\$733,500	2034 Subtotal
	TOTAL		\$7,470,500	

**2025-2034
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	☐ New	<u>N/A</u>	Safety	<u>N/A</u>	Facility Cond.	<u>M</u>	Productivity	
SERVED:	☒ Replace	<u>N/A</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>H</u>	O + M Costs	<u>L</u>	Council Goals	<u>N/A</u>	Timeliness	Other
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The City's comprehensive Geographic Information System (GIS) Master Plan was completed and approved by 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)

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Capital Transfer	0	0	0	0	10,000	0	0	0	0	0	10,000
Sewer	Capital Transfer	0	0	0	0	10,000	0	0	0	0	0	10,000
Water	Capital Transfer	0	0	0	0	10,000	0	0	0	0	0	10,000
Total		0	0	0	0	30,000	0	0	0	0	0	30,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2029	Sewer Capital Transfer	10,000	GIS Software Replacement.
	Water Capital Transfer	10,000	GIS Software Replacement.
	General Capital Transfer	10,000	GIS Software Replacement.
		<u>\$30,000</u>	2029 Subtotal
	TOTAL	<u>\$30,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #305-Fire Department Communications Equipment

I. PROJECT TYPE: Public Safety

II. LOCATION:

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	820,000	0	0	0	150,000	0	0	0	970,000
	Total	0	0	820,000	0	0	0	150,000	0	0	0	970,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	820,000	Portable radio replacement.
		\$820,000	2027 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	FIRE	#305-Fire Department Communications Equipment	
2031	General G.O. Bonds	150,000	Replace tower based communications equipment.
		<u>\$150,000</u>	2031 Subtotal
	TOTAL	<u>\$970,000</u>	

**2025-2034
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	<u>L</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
	☐ Replace	<u>M</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	Water
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: 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)

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Water	Capital Transfer	40,000	0	80,000	40,000	90,000	0	0	70,000	0	0	320,000
	Total	40,000	0	80,000	40,000	90,000	0	0	70,000	0	0	320,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water Capital Transfer	40,000	Master plan supply study : 2024-2026 Growth impact on supply.
		\$40,000	2025 Subtotal
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	\$320,000	

**2025-2034
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	☐ New	M	Safety	L	Facility Cond.	M	Productivity	
SERVED:	☐ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	L City Master Pl.
	☒ Rebuild	N/A	O + M Costs	N/A	Council Goals	M	Timeliness	Public Facilities
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: This 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Donations	35,000*	0	0	0	0	0	0	0	0	0	35,000
General	G.O. Bonds	90,000	375,000	335,000	335,000	150,000	0	0	0	0	30,000	1,315,000
Sewer	G.O. Bonds	50,000	355,000	335,000	335,000	150,000	0	0	0	0	15,000	1,240,000
Water	G.O. Bonds	50,000	355,000	335,000	335,000	150,000	0	0	0	0	15,000	1,240,000
	Total	225,000	1,085,000	1,005,000	1,005,000	450,000	0	0	0	0	60,000	3,830,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #323-Combined Operations & Maintenance Facility (COMF) Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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.
	General Donations	35,000	Prepare concept design Architectural and Engineering services for the proposed Concord School District's Bus Maintenance Upgrade Project at the Combined Operations and Maintenance Facility..
	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.
	Water G.O. Bonds	20,000	Replace overhead doors (8 of 57) Phase IV.
	Sewer G.O. Bonds	20,000	Replace overhead doors (8 of 57) Phase IV.
	General G.O. Bonds	10,000	Replace ceiling tiles throughout the facility
	Sewer G.O. Bonds	10,000	Replace ceiling tiles throughout the facility
	Water G.O. Bonds	10,000	Replace ceiling tiles throughout the facility
		\$225,000	2025 Subtotal
2026	Water G.O. Bonds	335,000	HVAC improvements. Phase I
	Sewer G.O. Bonds	335,000	HVAC improvements. Phase I
	General G.O. Bonds	335,000	HVAC improvements. Phase I
	General G.O. Bonds	40,000	Pedestrian door improvements (springs, hardware, and door panel replacement).
	Water G.O. Bonds	20,000	Pedestrian door improvements (springs, hardware, and door panel replacement).
	Sewer G.O. Bonds	20,000	Pedestrian door improvements (springs, hardware, and door panel replacement).
		\$1,085,000	2026 Subtotal
2027	General G.O. Bonds	335,000	HVAC improvements. Phase II
	Water G.O. Bonds	335,000	HVAC improvements. Phase II
	Sewer G.O. Bonds	335,000	HVAC improvements. Phase II
		\$1,005,000	2027 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#323-Combined Operations & Maintenance Facility (COMF) Improvements	
2028	Sewer G.O. Bonds	335,000	HVAC improvements. Phase III
	General G.O. Bonds	335,000	HVAC improvements. Phase III
	Water G.O. Bonds	335,000	HVAC improvements. Phase III
		\$1,005,000	2028 Subtotal
2029	Water G.O. Bonds	150,000	Pavement Rehabilitation
	General G.O. Bonds	150,000	Pavement Rehabilitation
	Sewer G.O. Bonds	150,000	Pavement Rehabilitation
		\$450,000	2029 Subtotal
2034	General G.O. Bonds	30,000	Crack seal and seal coat existing pavement.
	Water G.O. Bonds	15,000	Crack seal and seal coat existing pavement.
	Sewer G.O. Bonds	15,000	Crack seal and seal coat existing pavement.
		\$60,000	2034 Subtotal
	TOTAL	\$3,830,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #335-Thermal Imaging Cameras

I. PROJECT TYPE: Public Safety

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	N/A	Facility Cond.	H	Productivity	
SERVED:	☒ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	N/A City Master Pl.
	☐ Rebuild	H	O + M Costs	N/A	Council Goals	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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	60,000	0	0	0	0	60,000	0	0	0	0	120,000
	Total	60,000	0	0	0	0	60,000	0	0	0	0	120,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #335-Thermal Imaging Cameras

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	60,000	Replace thermal imaging cameras.
		\$60,000	2025 Subtotal
2030	General G.O. Bonds	60,000	Replace thermal imaging cameras.
		\$60,000	2030 Subtotal
	TOTAL	\$120,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Water Treatment

II. LOCATION: Sanders Station (Pump Station 2), N. Pembroke Rd.

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Water	G.O. Bonds	0	0	0	0	150,000	0	0	0	0	2,000,000	2,150,000
	Total	0	0	0	0	150,000	0	0	0	0	2,000,000	2,150,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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	Investigate well field capacity and water quality, then design new pump house and appurtenances in accordance with Wright Pierce Engineers assessment and recommendations.
		\$150,000	2029 Subtotal
2034	Water G.O. Bonds	2,000,000	Construct new Pump Station 2
		\$2,000,000	2034 Subtotal
	TOTAL	\$2,150,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Water Treatment

II. LOCATION: Five sites around the City

III. PROJECT OBJECTIVES AND BACKGROUND

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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Water	G.O. Bonds	40,000	50,000	55,000	55,000	80,000	0	50,000	60,000	55,000	65,000	510,000
	Total	40,000	50,000	55,000	55,000	80,000	0	50,000	60,000	55,000	65,000	510,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water G.O. Bonds	40,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (Snow Pond Tank)
		<u>\$40,000</u>	2025 Subtotal
2026	Water G.O. Bonds	50,000	Cleaning, crack sealing, and painting. (Ed Young Tank)
		<u>\$50,000</u>	2026 Subtotal
2027	Water G.O. Bonds	55,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (Primrose Tank)
		<u>\$55,000</u>	2027 Subtotal
2028	Water G.O. Bonds	55,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (West End Tank)
		<u>\$55,000</u>	2028 Subtotal
2029	Water G.O. Bonds	80,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (East Concord Tank)
		<u>\$80,000</u>	2029 Subtotal
2031	Water G.O. Bonds	50,000	Cleaning, crack sealing tank and Altitude Valve. (Snow Pond Tank)
		<u>\$50,000</u>	2031 Subtotal
2032	Water G.O. Bonds	60,000	Cleaning and crack sealing. (Ed Young Tank)
		<u>\$60,000</u>	2032 Subtotal
2033	Water G.O. Bonds	55,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (Primrose Tank)

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-WATER	#347-Water Storage Tank Repairs		
			\$55,000	2033 Subtotal
2034	Water G.O. Bonds		65,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (West End Tank)
			\$65,000	2034 Subtotal
	TOTAL		\$510,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #358-Garrison Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Hutchins Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: In 2005, the City completed a comprehensive Master Plan for Garrison Park. The purpose of the plan was to identify and prioritize short and long-term improvements for the 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: 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) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	70,000	0	250,000	0	0	0	0	175,000	0	495,000
	Total	0	70,000	0	250,000	0	0	0	0	175,000	0	495,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #358-Garrison Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	70,000	Crack seal, colorize, and stripe basketball courts. Replace standards, replace backboards with acrylic backboards.
		\$70,000	2026 Subtotal
2028	General G.O. Bonds	250,000	Replace playground equipment and solid surfacing per new State Law Jan 1, 2024
		\$250,000	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	\$495,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #359-Merrill Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Eastman Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	250,000	0	0	0	115,000	130,000	0	0	200,000	695,000
	Total	0	250,000	0	0	0	115,000	130,000	0	0	200,000	695,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #359-Merrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	250,000	Replace playground equipment. Includes installation of poured in place safety surfacing.
		<u>\$250,000</u>	2026 Subtotal
2030	General G.O. Bonds	75,000	Install exercise equipment with poured in place safety surfacing.
	General G.O. Bonds	40,000	Crack seal, colorize and stripe three (3) tennis courts.
		<u>\$115,000</u>	2030 Subtotal
2031	General G.O. Bonds	80,000	Replace backstops on both fields.
	General G.O. Bonds	50,000	Complete a needs assessment and restoration plan for the existing pond.
		<u>\$130,000</u>	2031 Subtotal
2034	General G.O. Bonds	200,000	Dredge pond and repair small dam at east side of pond.
		<u>\$200,000</u>	2034 Subtotal
	TOTAL	<u>\$695,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #360-Kimball Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: North State Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	15,000	0	0	0	325,000	80,000	0	0	0	0	420,000
	Total	15,000	0	0	0	325,000	80,000	0	0	0	0	420,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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.
		<u>\$15,000</u>	2025 Subtotal
2029	General G.O. Bonds	250,000	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.
		<u>\$325,000</u>	2029 Subtotal
2030	General G.O. Bonds	80,000	Replace perimeter fencing.
		<u>\$80,000</u>	2030 Subtotal
	TOTAL	<u>\$420,000</u>	

**2025-2034
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 ☐ New Safety Facility Cond. Productivity
 SERVED: ☒ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☐ Rebuild O + M Costs Council Goals Timeliness Long-Range Planning
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The purpose of this project is to 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	120,000	0	80,000	0	0	0	180,000	180,000	100,000	0	660,000
	Total	120,000	0	80,000	0	0	0	180,000	180,000	100,000	0	660,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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.
		<u>\$120,000</u>	2025 Subtotal
2027	General G.O. Bonds	80,000	Replace mobile radios in all marked vehicles.
		<u>\$80,000</u>	2027 Subtotal
2031	General G.O. Bonds	180,000	Phase 1 of 2: 10 year replacement of Police Department portable radios.
		<u>\$180,000</u>	2031 Subtotal
2032	General G.O. Bonds	180,000	Phase 2 of 2: 10 year replacement of Police Department portable radios.
		<u>\$180,000</u>	2032 Subtotal
2033	General G.O. Bonds	100,000	Replacement of the radio tower at Concord Police Department Headquarters.
		<u>\$100,000</u>	2033 Subtotal
	TOTAL	<u>\$660,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Public Safety

II. LOCATION: Police

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L	Safety	N/A	Facility Cond.	N/A	Productivity	
SERVED:	☒ Replace	N/A	Mandates	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 firearms 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	40,000	40,000	0	0	0	0	85,000	0	0	0	165,000
	Total	40,000	40,000	0	0	0	0	85,000	0	0	0	165,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	40,000	This ballistic vest replacement program provides for the systematic purchase and replacement of Ballistic Vests (bullet proof vests) for the Police Department Ballistic vests are on a 5 year replacement program per service standards. Ballistic vests are made custom fit to the officer and come with either an internal or external vest panel carrier.
		\$40,000	2025 Subtotal
2026	General G.O. Bonds	40,000	Replace ballistic vests purchased in FY 2021.
		\$40,000	2026 Subtotal
2031	General G.O. Bonds	85,000	Replace Ballistic Vests purchased in FY 2026.
		\$85,000	2031 Subtotal
	TOTAL	\$165,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Water Treatment

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L Safety	M Facility Cond.	H Productivity	
SERVED:	☒ 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)

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Water	G.O. Bonds	180,000	1,020,000	0	0	0	0	0	550,000	0	0	1,750,000
	Total	180,000	1,020,000	0	0	0	0	0	550,000	0	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.
		<u>\$180,000</u>	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.
		<u>\$1,020,000</u>	2026 Subtotal
2032	Water G.O. Bonds	400,000	Station 5 generator replacement.
	Water G.O. Bonds	150,000	Station3 generator replacement.
		<u>\$550,000</u>	2032 Subtotal
	TOTAL	<u>\$1,750,000</u>	

**2025-2034
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	☐ New	☐ M	Safety	☐ M	Facility Cond.	☐ N/A	Productivity	
SERVED:	☒ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	65,000	0	0	0	65,000
General	Capital Transfer	0	22,500	22,500	0	0	0	0	0	0	0	45,000
	Total	0	22,500	22,500	0	0	0	65,000	0	0	0	110,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #375-Fire Department Boats

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General Capital Transfer	22,500	Replace 1 boat of the 3 boats utilized by the department for emergency/training use on the City's rivers and waterways.
		\$22,500	2026 Subtotal
2027	General Capital Transfer	22,500	Replace 1 boat of the 3 boats utilized by the department for emergency/training use on the City's rivers and waterways. This particular boat is the "spare" utilized when a primary boat is out of service, to ensure coverage throughout the entire City.
		\$22,500	2027 Subtotal
2031	General G.O. Bonds	65,000	Replace 1 boat of the 3 boats utilized by the department for emergency/training use on the City's rivers and waterways.
		\$65,000	2031 Subtotal
	TOTAL	\$110,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

I. PROJECT TYPE: Public Safety

II. LOCATION: All Engines, Ladders, Rescue & Tanker

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides funding for the systematic replacement of fire hose and equipment carried on apparatus.

SERVICE IMPACT: Project is intended to fund equipment purchases to replace aging equipment during the equipping of new apparatus placed in service.

IMPACT IF NOT FUNDED: Inability to effectively outfit fire engines with required hose and associated equipment could compromise public safety.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Capital Transfer	0	35,000	0	0	0	0	0	0	0	0	35,000
General	G.O. Bonds	0	0	0	35,000	50,000	115,000	0	0	0	0	200,000
	Total	0	35,000	0	35,000	50,000	115,000	0	0	0	0	235,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General Capital Transfer	35,000	Systematic replacement of fire hose and equipment.
		<u>\$35,000</u>	2026 Subtotal
2028	General G.O. Bonds	35,000	Systematic replacement of fire hose and equipment.
		<u>\$35,000</u>	2028 Subtotal
2029	General G.O. Bonds	50,000	Systematic replacement of hazardous materials (HazMat) meters.
		<u>\$50,000</u>	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.
		<u>\$115,000</u>	2030 Subtotal
	TOTAL	<u>\$235,000</u>	

**2025-2034
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	☒ New	<u>M</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☐ Replace	<u>H</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>M</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>H</u>	Timeliness	Targeted Neighborhoods
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: 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)

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	15,000,000	0	15,000,000
	Total	0	0	0	0	0	0	0	0	15,000,000	0	15,000,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2033	General G.O. Bonds	15,000,000	Design and construction of Old Suncook Road Landfill cap.
		<u>\$15,000,000</u>	2033 Subtotal
	TOTAL	<u>\$15,000,000</u>	

**2025-2034
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	☒ New	☐ M	Safety	☐ H	Facility Cond.	☐ M	Productivity	
SERVED:	☒ 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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Airport	Federal	3,508,925	0	0	0	0	0	0	0	0	0	3,508,925
Airport	G.O. Bonds	1,427,110	0	0	0	0	0	0	0	0	0	1,427,110
Airport	State	121,710	0	0	0	0	0	0	0	0	0	121,710
	Total	5,057,745	0	0	0	0	0	0	0	0	0	5,057,745

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Airport Federal	2,792,000	Terminal building: construction and demolition of existing terminal building. Federal share.
	Airport G.O. Bonds	1,312,280	Terminal building construction and demolition of existing terminal building. City share.
	Airport Federal	716,925	Parking Lot Construction. Federal share.
	Airport State	81,880	Terminal building construction and demolition of existing terminal building. State share.
	Airport G.O. Bonds	75,000	Install new water and sewer services to replace existing deteriorated and "piggy-back" services to the new Terminal Building along with proposed and existing buildings located on the Airport. This work is in coordination of the paving of Airport Road scheduled for the spring/summer 2024.
	Airport G.O. Bonds	39,830	Parking Lot Construction. City share.
	Airport State	39,830	Parking Lot Construction. State share.
		<u>\$5,057,745</u>	2025 Subtotal
TOTAL		<u>\$5,057,745</u>	

**2025-2034
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	☐ New	☐ L	Safety	☐ N/A	Facility Cond.	☐ N/A	Productivity	
SERVED:	☒ Replace	☐ N/A	Mandates	☐ N/A	Service Def.	☐ N/A	Tax Base Exp.	☐ N/A City Master Pl.
	☐ Rebuild	☐ N/A	O + M Costs	☐ N/A	Council Goals	☐ N/A	Timeliness	Motor Vehicle Equipment
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: This project provides funding for routine replacement of Parking Division vehicles 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Parking	G.O. Bonds	0	0	60,000	0	0	65,000	0	0	0	0	125,000
	Total	0	0	60,000	0	0	65,000	0	0	0	0	125,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Parking G.O. Bonds	60,000	Replace Meter Maintenance Vehicle (Last replaced in FY 2020).
		\$60,000	2027 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#403-Parking Division Vehicle and Equipment Replacement Program
2030	Parking G.O. Bonds	65,000 Replace Parking Enforcement Mobile Unit (Jeep) (Last replaced in FY 2023).
		<u>\$65,000</u> 2030 Subtotal
	TOTAL	<u>\$125,000</u>

**2025-2034
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	☐ New	<u>N/A</u>	Safety	<u>M</u>	Facility Cond.	<u>M</u>	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>M</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>M</u>	Timeliness	Sewer
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Sewer	Capital Transfer	0	0	20,000	0	0	0	0	0	0	0	20,000
Sewer	G.O. Bonds	0	0	0	0	0	0	0	80,000	0	0	80,000
	Total	0	0	20,000	0	0	0	0	80,000	0	0	100,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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	

**2025-2034
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	☐ New	☐ H	Safety	☐ M	Facility Cond.	☐ N/A	Productivity	
SERVED:	☐ Replace	☐ N/A	Mandates	☐ L	Service Def.	☐ N/A	Tax Base Exp.	☐ N/A City Master Pl.
	☒ Rebuild	☐ H	O + M Costs	☐ N/A	Council Goals	☐ H	Timeliness	Parking
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the North State Street Parking Garage (formerly known as the Firehouse Block Parking Garage). 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Parking	G.O. Bonds	0	785,000	11,945,000	0	0	0	0	0	200,000	1,500,000	14,430,000
	Total	0	785,000	11,945,000	0	0	0	0	0	200,000	1,500,000	14,430,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #432-State Street Parking Garage (Formerly Firehouse Block)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Parking G.O. Bonds	675,000	Design and permitting of comprehensive structural repairs and renovations to the State Street Parking Garage.
	Parking G.O. Bonds	110,000	Replace security cameras installed in FY2020.
		\$785,000	2026 Subtotal
2027	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.
		\$11,945,000	2027 Subtotal
2033	Parking G.O. Bonds	200,000	Replace security cameras installed in FY2026.
		\$200,000	2033 Subtotal
2034	Parking G.O. Bonds	1,500,000	5 Year refresh after FY2028 renovation project is completed in FY2029. Scope includes as needed work associated with waterproofing, membranes, sealants, concrete repairs, etc.
		\$1,500,000	2034 Subtotal
	TOTAL	\$14,430,000	

**2025-2034
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 ☐ New Safety Facility Cond. Productivity
 SERVED: ☐ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☒ Rebuild O + M Costs Council Goals 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Parking	G.O. Bonds	0	1,190,000	0	0	0	0	0	5,720,000	0	0	6,910,000
Parking	Capital Transfer	10,000	0	0	0	0	0	0	0	0	0	10,000
	Total	10,000	1,190,000	0	0	0	0	0	5,720,000	0	0	6,920,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #433-School Street Parking Garage (Formerly Durgin Block)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Parking Capital Transfer	10,000	Removal and replacement of leased parking space signage resulting from conversion of leased spaces to permits.
		\$10,000	2025 Subtotal
2026	Parking G.O. Bonds	880,000	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	110,000	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.
		\$1,190,000	2026 Subtotal
2032	Parking G.O. Bonds	5,720,000	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.
		\$5,720,000	2032 Subtotal
	TOTAL	\$6,920,000	

**2025-2034
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	☐ New	<u>N/A</u>	Safety	<u>H</u>	Facility Cond.	<u>L</u>	Productivity	
SERVED:	☒ Replace	<u>N/A</u>	Mandates	<u>H</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☐ Rebuild	<u>H</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>N/A</u>	Timeliness	Public Facilities
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the City-wide Community Center.

The \$8+/- million, 30,750 square foot facility open in June 2018 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Capital Transfer	20,000	0	0	0	0	0	0	0	0	0	20,000
General	Donations	15,000*	0	0	0	0	0	0	0	0	0	15,000
General	G.O. Bonds	0	60,000	900,000	60,000	0	60,000	100,000	0	0	0	1,180,000
	Total	35,000	60,000	900,000	60,000	0	60,000	100,000	0	0	0	1,215,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #443-City-Wide Community Center

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Capital Transfer	20,000	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 side entrance of community center.
		\$35,000	2025 Subtotal
2026	General G.O. Bonds	60,000	Design and permitting of expanded parking lot.
		\$60,000	2026 Subtotal
2027	General G.O. Bonds	900,000	Reconfiguration, reconstruction, and expansion of the existing parking lots. This project increases parking supply to approximately 200.
		\$900,000	2027 Subtotal
2028	General G.O. Bonds	60,000	Placeholder for potential replacement of roof top HVAC units.
		\$60,000	2028 Subtotal
2030	General G.O. Bonds	60,000	Begin to replace indoor furnishings (table and chairs) as furniture will be 12 years old.
		\$60,000	2030 Subtotal
2031	General G.O. Bonds	100,000	Replace original 2018 gym floor. Lifespan of floor in 10 - 15 years
		\$100,000	2031 Subtotal
TOTAL		\$1,215,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SOLID WASTE #447-Landfill Soil Vapor Extraction Systems

I. PROJECT TYPE: Solid Waste Management

II. LOCATION: Old Turnpike Road Landfill and Old Suncook Landfill

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Solid Waste	Capital Transfer	0	0	0	0	15,000	25,000	0	0	0	0	40,000
Solid Waste	G.O. Bonds	80,000	0	0	0	45,000	0	0	0	0	0	125,000
	Total	80,000	0	0	0	60,000	25,000	0	0	0	0	165,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SOLID WASTE #447-Landfill Soil Vapor Extraction Systems

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Solid Waste G.O. Bonds	80,000	Old Turnpike Road Landfill: Replace original 1995 blower building and associated equipment with proposed solar venting.
		\$80,000	2025 Subtotal
2029	Solid Waste G.O. Bonds	45,000	Old Suncook Road Landfill: Replace blower system.
	Solid Waste Capital Transfer	15,000	Old Suncook Road Landfill: Rehabilitate gas collection system and monitoring wells.
		\$60,000	2029 Subtotal
2030	Solid Waste Capital Transfer	25,000	Old Turnpike Road Landfill: Rehabilitate gas collection system and monitoring wells.
		\$25,000	2030 Subtotal
	TOTAL	\$165,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #451-Leak Detection

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Water	Capital Transfer	0	10,000	0	0	0	0	15,000	0	0	0	25,000
	Total	0	10,000	0	0	0	0	15,000	0	0	0	25,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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.
		<u>\$10,000</u>	2026 Subtotal
2031	Water Capital Transfer	15,000	Replace / new pods for leak detection equipment.
		<u>\$15,000</u>	2031 Subtotal
	TOTAL	<u>\$25,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: 7 Penacook Street, Penacook

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Sewer	G.O. Bonds	0	30,000	2,690,000	225,000	690,000	860,000	320,000	300,000	0	0	5,115,000
	Total	0	30,000	2,690,000	225,000	690,000	860,000	320,000	300,000	0	0	5,115,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Sewer G.O. Bonds	30,000	Motive pump rebuild.
		<u>\$30,000</u>	2026 Subtotal
2027	Sewer G.O. Bonds	1,500,000	Sequencing Batch Reactor (SBR) refurbishment.
	Sewer G.O. Bonds	1,060,000	Influent screw pump replacement.
	Sewer G.O. Bonds	130,000	Supervisory Control And Data Acquisition (SCADA) system upgrades.
		<u>\$2,690,000</u>	2027 Subtotal
2028	Sewer G.O. Bonds	225,000	Effluent disinfection system replacement.
		<u>\$225,000</u>	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.).
		<u>\$690,000</u>	2029 Subtotal
2030	Sewer G.O. Bonds	550,000	Waste Tank refurbishment.
	Sewer G.O. Bonds	310,000	Roof replacement.
		<u>\$860,000</u>	2030 Subtotal
2031	Sewer G.O. Bonds	320,000	Vacuum system and valve pit refurbishment.
		<u>\$320,000</u>	2031 Subtotal
2032	Sewer G.O. Bonds	300,000	Equalization pump replacements.
		<u>\$300,000</u>	2032 Subtotal
	TOTAL	<u>\$5,115,000</u>	

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
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	☒ New	☐ H	Safety	☐ M	Facility Cond.	☐ L	Productivity	
SERVED:	☐ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Other	State	0	0	0	0	0	9,168	61,112	0	0	0	70,280
Airport	Capital Transfer	0	0	0	0	0	9,168	9,412	0	0	0	18,580
Other	Federal	0	0	0	0	0	165,000	1,100,000	0	0	0	1,265,000
	Total	0	0	0	0	0	183,336	1,170,524	0	0	0	1,353,860

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #468-Reconstruct Taxiway A & Itinerant Ramp

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	Other Federal	165,000	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	9,168	City share.
	Other State	9,168	State share.
		\$183,336	2030 Subtotal
2031	Other Federal	1,100,000	Construct the Itinerant Ramp expansion project. Federal share.
	Other State	61,112	State share.
	Airport Capital Transfer	9,412	City share.
		\$1,170,524	2031 Subtotal
	TOTAL	\$1,353,860	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #471-Airport Fuel Farm

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Other	Federal	0	0	0	0	550,000	0	0	0	0	0	550,000
Other	State	0	0	0	0	30,556	0	0	0	0	0	30,556
Airport	Capital Transfer	0	0	0	0	30,556	0	0	0	0	0	30,556
	Total	0	0	0	0	611,112	0	0	0	0	0	611,112

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #471-Airport Fuel Farm

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2029	Other Federal	550,000	Expand Fuel Farm to support increased activity at the airport per 2006 Airport Master Plan.
	Airport Capital Transfer	30,556	City Portion.
	Other State	30,556	State Portion.
		\$611,112	2029 Subtotal
TOTAL		\$611,112	

**2025-2034
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	☐ New	M	Safety	M	Facility Cond.	L	Productivity	
SERVED:	☒ Replace	N/A	Mandates	L	Service Def.	N/A	Tax Base Exp.	L City Master Pl.
	☐ Rebuild	N/A	O + M Costs	N/A	Council Goals	L	Timeliness	
	☐ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Capital Transfer	24,000	25,000	0	0	0	0	0	0	0	0	49,000
	Total	24,000	25,000	0	0	0	0	0	0	0	0	49,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: LIBRARY #477-Library Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Capital Transfer	24,000	TF: Replace 3 exterior book bins.(Penacook new bin is in separate CIP)
		<u>\$24,000</u>	2025 Subtotal
2026	General Capital Transfer	25,000	Replace main floor service desk.
		<u>\$25,000</u>	2026 Subtotal
	TOTAL	<u>\$49,000</u>	

**2025-2034
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)

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-WATER #482-Water System Asset Management

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Water	G.O. Bonds	90,000	0	0	0	0	0	0	0	75,000	0	165,000
	Total	90,000	0	0	0	0	0	0	0	75,000	0	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.
		<u>\$90,000</u>	2025 Subtotal
2033	Water G.O. Bonds	75,000	Upgrade of asset management hardware and software.
		<u>\$75,000</u>	2033 Subtotal
	TOTAL	<u>\$165,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #492-Runway Protection Zone (RPZ) Obstruction Removal

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #492-Runway Protection Zone (RPZ) Obstruction Removal

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Airport	Capital Transfer	0	0	11,400	11,400	0	0	0	0	0	0	22,800
Other	State	0	0	11,400	11,400	0	0	0	0	0	0	22,800
Other	Federal	0	0	205,200	205,200	0	0	0	0	0	0	410,400
	Total	0	0	228,000	228,000	0	0	0	0	0	0	456,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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.
		<u>\$228,000</u>	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.
		<u>\$228,000</u>	2028 Subtotal
	TOTAL	<u>\$456,000</u>	

**2025-2034
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	☐ Replace	☐ Rebuild	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis	N/A Safety	N/A Facility Cond.	N/A Productivity	L Mandates	L Service Def.	M Tax Base Exp.	H City Master Pl.
					M O + M Costs	M Council Goals	L Timeliness				Corridor Improvements

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Donations	0	0	2,350,000	25,700,000	0	0	0	0	0	0	28,050,000
	Total	0	0	2,350,000	25,700,000	0	0	0	0	0	0	28,050,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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.
		<u>\$2,350,000</u>	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.
		<u>\$25,700,000</u>	2028 Subtotal
	TOTAL	\$28,050,000	

**2025-2034
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	☐ New	L Safety	M Facility Cond.	M Productivity	
SERVED:	☐ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	160,000	1,150,000	1,310,000
	Total	0	0	0	0	0	0	0	0	160,000	1,150,000	1,310,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #505-South Main Street Corridor Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2033	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	2033 Subtotal
2034	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	2034 Subtotal
	TOTAL	\$1,310,000	

**2025-2034
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 ☐ Replace ☒ Rebuild ☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

☐ Safety ☐ Facility Cond. ☐ Productivity

☐ Mandates ☐ Service Def. ☐ Tax Base Exp. ☐ City Master Pl.

☐ O + M Costs ☐ Council Goals ☐ Timeliness ☐ Airport

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Airport	G.O. Bonds	0	0	0	0	0	0	0	0	0	176,000	176,000
	Total	0	0	0	0	0	0	0	0	0	176,000	176,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #514-Airport Parking Lot Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2034	Airport G.O. Bonds	176,000	Create overflow turf parking lot per the 2006 Airport Master Plan.
		<u>\$176,000</u>	2034 Subtotal
	TOTAL	<u>\$176,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #515-Golf Course Winter Recreation Improvements

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Donations	0	250,000	100,000	0	0	0	0	0	0	0	350,000
	Total	0	250,000	100,000	0	0	0	0	0	0	0	350,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #515-Golf Course Winter Recreation Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	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	2026 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
	TOTAL	\$350,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #518-Bridge and Dam Maintenance / Repairs

I. PROJECT TYPE: Bridges

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project is intended to provide funding for major maintenance or repair work on the City's bridges and dams as mandated by NH Department of Transportation, NH Department of Environmental Services, Federal Highway Administration, but not full reconstruction.

As of April 2015, the City owned and maintained 20 bridges and 14 dams.

SERVICE IMPACT: Maintain structural integrity and repair of the City's bridge and dam inventory with no change in regular maintenance costs.

IMPACT IF NOT FUNDED: Continued deterioration of major bridge and dam components resulting in increased maintenance costs and potential for restricted use (load limits and safety violations).

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2010

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	305,000	300,000	0	0	0	0	0	0	0	0	605,000
General	Highway Reserve	0	125,000	75,000	0	0	0	0	0	0	0	200,000
Other	Capital Close-out	46,519	0	0	0	0	0	0	0	0	0	46,519
	Total	351,519	425,000	75,000	0	0	0	0	0	0	0	851,519

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #518-Bridge and Dam Maintenance / Repairs

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	305,000	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..
	Other Capital Close-out	46,519	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..
		<u>\$351,519</u>	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)
		<u>\$425,000</u>	2026 Subtotal
2027	General Highway Reserve	75,000	Hero's Bridge - In water scour inspection of pier and east abutment, extend bridge railing off of bridge and trail maintenance.
		<u>\$75,000</u>	2027 Subtotal
	TOTAL	<u>\$851,519</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #519-Manchester Street/Old Turnpike Road Intersection Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: Manchester Street and Old Turnpike Road

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Following the completion of Regional Drive in 2005, traffic within the Manchester Street/Old Turnpike Road/Regional Drive corridor has continued to grow. As a result, recent changes to signal timing at the Manchester Street and Old Turnpike Road has improved levels of service. However, with traffic growth expected in the near term, intersection geometry improvements will be required.

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Donations	0	0	0	0	2,200,000	0	0	0	0	0	2,200,000
	Total	0	0	0	0	2,200,000	0	0	0	0	0	2,200,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #519-Manchester Street/Old Turnpike Road Intersection Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2029	General Donations	2,200,000	Design and construction of improvements to Old Turnpike Road approach to Manchester Street including modifications to the existing traffic signal.
		\$2,200,000	2029 Subtotal
TOTAL		\$2,200,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #520-Intersection Safety Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: Various Locations Throughout the City

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>H</u>	Safety	<u>H</u>	Facility Cond.	<u>H</u>	Productivity	
SERVED:	☐ Replace	<u>M</u>	Mandates	<u>H</u>	Service Def.	<u>L</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☒ Rebuild	<u>L</u>	O + M Costs	<u>M</u>	Council Goals	<u>H</u>	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, Borough Road/Fowler Street.

SERVICE IMPACT: Improved vehicle safety and sight distance at the intersection.

IMPACT IF NOT FUNDED: Continued safety concern and limited sight distance.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2010

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

20

Expected Bond Term (in Years)

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #520-Intersection Safety Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Highway Reserve	15,000	150,000	100,000	100,000	100,000	100,000	0	0	0	0	565,000
	Total	15,000	150,000	100,000	100,000	100,000	100,000	0	0	0	0	565,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Highway Reserve	15,000	Design improvements of the Washington Street / Centre Street Intersection.
		\$15,000	2025 Subtotal
2026	General Highway Reserve	150,000	Reconstruct the Washington Street / Centre Street Intersection.
		\$150,000	2026 Subtotal
2027	General Highway Reserve	100,000	Reconstruct the Carter Hill Road / Lakeview Drive Intersection.
		\$100,000	2027 Subtotal
2028	General Highway Reserve	100,000	Reconstruct the Mountain Road / Sanborn Road Intersection.
		\$100,000	2028 Subtotal
2029	General Highway Reserve	100,000	Reconstruct the Graham Road / Snow Pond Road Intersection.
		\$100,000	2029 Subtotal
2030	General Highway Reserve	100,000	Reconstruct the Borough Road / Fowler Street Intersection.
		\$100,000	2030 Subtotal
	TOTAL	\$565,000	

**2025-2034
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	☐ New	H	Safety	L	Facility Cond.	N/A	Productivity	
SERVED:	☐ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Capital Transfer	15,000	0	20,000	0	0	0	0	0	0	0	35,000
	Total	15,000	0	20,000	0	0	0	0	0	0	0	35,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #521-Police Firearms Range Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Capital Transfer	15,000	Fencing repairs on the perimeter security fence at the firing range and to replace the range signage. The fencing has degraded over time and has become compromised. The signage has become faded and the range is not currently adequately posted.
		\$15,000	2025 Subtotal
2027	General Capital Transfer	20,000	Remove lead from berms, restore berms, replace range wall timbers as necessary.
		\$20,000	2027 Subtotal
	TOTAL	\$35,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #522-Patrol Rifle Replacements

I. PROJECT TYPE: Public Safety

II. LOCATION: Concord Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Capital Transfer	0	0	0	0	0	30,000	30,000	0	0	30,000	90,000
General	G.O. Bonds	15,000	0	10,000	0	0	0	0	0	0	0	25,000
	Total	15,000	0	10,000	0	0	30,000	30,000	0	0	30,000	115,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #522-Patrol Rifle Replacements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	15,000	Purchase of new Patrol Rifles. This funding will allow the Department to increase the number of officers who are assigned patrol rifles. We currently do not have enough patrol rifles to equip every officer in the Department. Patrol rifles are critical for active shooter response as well as other critical responses that benefit from the increased range of a patrol rifle.
		\$15,000	2025 Subtotal
2027	General G.O. Bonds	10,000	This funding will continue the Department's investment into patrol rifles. Patrol rifles need regular maintenance and updating. This funding will be used to initiate a maintenance program.
		\$10,000	2027 Subtotal
2030	General Capital Transfer	30,000	Replacement of patrol rifles that are more than 10 years old. Funding from this project will establish a routine patrol rifle replacement based on a 10 year service life. This will be done in 3 phases. SSmagula #3 2/1/24.
		\$30,000	2030 Subtotal
2031	General Capital Transfer	30,000	Phase II Patrol Rifle Replacement. This funding will provide for the replacement of up to 30 rifles which are 10 years old or older and in need of replacement. S Smagula 2/1/24.
		\$30,000	2031 Subtotal
2034	General Capital Transfer	30,000	Phase III, Regular patrol replacement. This funding will allow for the replacement of up to 30 patrol rifles that are at the end of the 10 year service life. S Smagula 2/1/24.
		\$30,000	2034 Subtotal
TOTAL		\$115,000	

**2025-2034
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	☐ New	<u>M</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>L</u>	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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	225,000	0	0	0	0	0	0	0	0	0	225,000
Water	Capital Transfer	37,500	0	0	0	0	0	0	0	0	0	37,500
Sewer	Capital Transfer	37,500	0	0	0	0	0	0	0	0	0	37,500
	Total	300,000	0	0	0	0	0	0	0	0	0	300,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: INFORMATION TECHNOLOGY #525-Telephone System Replacement Program

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	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	2025 Subtotal
TOTAL		\$300,000	

**2025-2034
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	☐ New	L Safety	N/A Facility Cond.	L Productivity	
SERVED:	☒ 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: Fire Department Cardiac Monitors are at end of life and need immediate replacement. Parts are no longer available through the vendor. Not replacing would put the public at risk due to potential failure.

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Building Imp Reserve	0	0	0	0	0	0	0	0	0	76,000	76,000
General	G.O. Bonds	405,000	0	0	0	0	0	0	0	0	1,073,600	1,478,600
	Total	405,000	0	0	0	0	0	0	0	0	1,149,600	1,554,600

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #527-Fire Department EMS Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	405,000	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.
		\$405,000	2025 Subtotal
2034	General G.O. Bonds	1,000,000	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.
	General Building Imp Reserve	76,000	Replace four (4) existing Lucas Devices
	General G.O. Bonds	48,600	Systematic replacement of six (6) IV Pumps.
	General G.O. Bonds	25,000	Systematic Replacement of EMS Training Mannequins
		\$1,149,600	2034 Subtotal
	TOTAL	\$1,554,600	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #528-Pocket Parks

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The 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: 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):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	30,000	0	0	50,000	0	0	0	350,000	430,000
	Total	0	0	30,000	0	0	50,000	0	0	0	350,000	430,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #528-Pocket Parks

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	30,000	Reed Pocket Park. Replace softball backstop and fence
		<u>\$30,000</u>	2027 Subtotal
2030	General G.O. Bonds	50,000	Crack seal and repaint the basketball courts in each of the three pocket parks.
		<u>\$50,000</u>	2030 Subtotal
2034	General G.O. Bonds	350,000	Replace playground equipment in all pocket parks. Includes installation of poured in place safety surfacing.
		<u>\$350,000</u>	2034 Subtotal
	TOTAL	<u>\$430,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #529-Storrs Street Parking Garage (Formerly Capital Commons)

I. PROJECT TYPE: Parking

II. LOCATION: 75 Storrs Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>M</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☐ Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☒ Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>H</u>	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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Parking	Capital Transfer	10,000	0	0	0	0	0	0	0	0	0	10,000
Parking	G.O. Bonds	0	0	0	1,815,000	0	0	0	11,000,000	0	0	12,815,000
	Total	10,000	0	0	1,815,000	0	0	0	11,000,000	0	0	12,825,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #529-Storrs Street Parking Garage (Formerly Capital Commons)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Parking Capital Transfer	10,000	Removal and replacement of leased parking space signage resulting from conversion of leased spaces to permits.
		\$10,000	2025 Subtotal
2028	Parking G.O. Bonds	1,815,000	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.
		\$1,815,000	2028 Subtotal
2032	Parking G.O. Bonds	11,000,000	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.
		\$11,000,000	2032 Subtotal
	TOTAL	\$12,825,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #530-Golf Course Equipment

I. PROJECT TYPE: Golf

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide for 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Golf	G.O. Bonds	90,000	80,000	35,000	90,000	65,000	35,000	90,000	90,000	35,000	65,000	675,000
	Total	90,000	80,000	35,000	90,000	65,000	35,000	90,000	90,000	35,000	65,000	675,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Golf G.O. Bonds	90,000	Replace rough mower
		<u>\$90,000</u>	2025 Subtotal

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**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#530-Golf Course Equipment	
2026	Golf G.O. Bonds	80,000	Replace Spray vehicle
		<u>\$80,000</u>	2026 Subtotal
2027	Golf G.O. Bonds	35,000	Replace one utility vehicle
		<u>\$35,000</u>	2027 Subtotal
2028	Golf G.O. Bonds	90,000	Replace one rough mower
		<u>\$90,000</u>	2028 Subtotal
2029	Golf G.O. Bonds	65,000	Replace Triplex mower
		<u>\$65,000</u>	2029 Subtotal
2030	Golf G.O. Bonds	35,000	Replace one aerator
		<u>\$35,000</u>	2030 Subtotal
2031	Golf G.O. Bonds	90,000	Replace Fairway Mower
		<u>\$90,000</u>	2031 Subtotal
2032	Golf G.O. Bonds	90,000	Replace Fairway Mower
		<u>\$90,000</u>	2032 Subtotal
2033	Golf G.O. Bonds	35,000	Replace Sand Pro
		<u>\$35,000</u>	2033 Subtotal
2034	Golf G.O. Bonds	65,000	Replace Triplex mower
		<u>\$65,000</u>	2034 Subtotal
	TOTAL	<u>\$675,000</u>	

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**2025-2034
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)

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**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #534-Tie Down Rehabilitation and Expansion

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Other	State	0	0	0	0	0	9,162	41,250	66,000	0	0	116,412
Airport	Capital Transfer	0	0	0	0	0	9,162	41,250	66,000	0	0	116,412
Other	Federal	0	0	0	0	0	165,000	742,500	1,188,000	0	0	2,095,500
	Total	0	0	0	0	0	183,324	825,000	1,320,000	0	0	2,328,324

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	Other Federal	165,000	Design reconstruction and expansion of tie-down area. Federal share.
	Airport Capital Transfer	9,162	City share.
	Other State	9,162	State share.
		<u>\$183,324</u>	2030 Subtotal
2031	Other Federal	742,500	Construct approximately 2 acres of new aircraft tie down aprons. Federal share.
	Other State	41,250	State share.
	Airport Capital Transfer	41,250	City share.
		<u>\$825,000</u>	2031 Subtotal
2032	Other Federal	1,188,000	Reconstruct existing aircraft tie down aprons. Federal share.
	Airport Capital Transfer	66,000	City share.
	Other State	66,000	State share.
		<u>\$1,320,000</u>	2032 Subtotal
	TOTAL	<u>\$2,328,324</u>	

**2025-2034
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	☐ New	L Safety	M Facility Cond.	L Productivity	
SERVED:	☒ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Other	State	0	0	0	0	0	0	0	0	89,650	0	89,650
Airport	Capital Transfer	0	0	0	0	0	0	0	0	89,650	0	89,650
Other	Federal	0	0	0	0	0	0	0	0	1,624,700	0	1,624,700
	Total	0	0	0	0	0	0	0	0	1,804,000	0	1,804,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #536-Hangar Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2033	Other Federal	1,100,000	Replace hangar 2 and 3 (Federal share)
	Other Federal	524,700	Replace Hangar 1. Federal share.
	Other State	60,500	Replace hangar 2 and 3 (State share)
	Airport Capital Transfer	60,500	Replace hangar 2 and 3 (City share)
	Other State	29,150	Replace Hangar 1. State share.
	Airport Capital Transfer	29,150	Replace Hanger 1. City share.
		\$1,804,000	2033 Subtotal
	TOTAL	\$1,804,000	

**2025-2034
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	☒ New	<u>H</u>	Safety	<u>L</u>	Facility Cond.	<u>M</u>	Productivity	
SERVED:	☐ Replace	<u>N/A</u>	Mandates	<u>H</u>	Service Def.	<u>L</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☐ Rebuild	<u>L</u>	O + M Costs	<u>L</u>	Council Goals	<u>L</u>	Timeliness	Intersection Improvement
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #541-Regional Drive/Chenell Drive Intersection Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	300,000	Design of improvements to the Regional Drive / Chenell Drive intersection.
		<u>\$300,000</u>	2026 Subtotal
2028	General G.O. Bonds	1,900,000	Construction of improvements to the Regional Drive / Chenell Drive intersection.
		<u>\$1,900,000</u>	2028 Subtotal
	TOTAL	<u>\$2,200,000</u>	

**2025-2034
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.

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	45,000*	200,000	2,000,000	305,000	1,100,000	0	0	0	0	0	3,650,000
Other	State	0	0	0	0	8,800,000	0	0	0	0	0	8,800,000
General	Donations	176,000*	80,000	2,000,000	1,222,000	1,100,000	0	0	0	0	0	4,578,000
	Total	221,000	280,000	4,000,000	1,527,000	11,000,000	0	0	0	0	0	17,028,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Donations	160,000	Engineering Study, Preliminary Engineering and Environmental Permitting MRGT - Sewalls Falls Rd - Boscawen Town Line (\$160,000 Federal portion)
	General G.O. Bonds	40,000	Engineering Study, Preliminary Engineering and Environmental Permitting MRGT - Sewalls Falls Rd - Boscawen Town Line (\$40,000 City portion)
	General Donations	16,000	Right-of-way acquisition MRGT - Sewalls Falls Rd - Boscawen Town Line (\$16,000 Federal portion)
	General G.O. Bonds	5,000	Right-of-way acquisition MRGT - Sewalls Falls Rd - Boscawen Town Line (\$4,000 City portion)
		<u>\$221,000</u>	2025 Subtotal
2026	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
	General Donations	80,000	Final Design MRGT - Sewalls Falls Rd - Boscawen Town Line (\$80,000 Federal portion)
	General G.O. Bonds	20,000	Final Design MRGT - Sewalls Falls Rd - Boscawen Town Line (\$20,000 City portion)

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		REC-GROUNDS	#543-Merrimack River Greenway Trail Project	
				\$280,000 2026 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.
	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
2028	General	Donations	1,222,000	Construction MRGT - Sewalls Falls Rd - Boscawen Town Line (\$1,222,000 Federal portion)
	General	G.O. Bonds	305,000	Construction MRGT - Sewalls Falls Rd - Boscawen Town Line (\$305,000 City portion)
			\$1,527,000	2028 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		\$17,028,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #551-Library Maintenance

I. PROJECT TYPE: Public Buildings

II. LOCATION: Main Library and Penacook Branch Library

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	<u>M</u>	Safety	<u>L</u>	Facility Cond.	<u>L</u>	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☒ Rebuild	<u>N/A</u>	O + M Costs	<u>L</u>	Council Goals	<u>L</u>	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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	60,000	175,000	750,000	0	0	0	0	0	0	0	985,000
	Total	60,000	175,000	750,000	0	0	0	0	0	0	0	985,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	60,000	Library Auditorium Chair Lift Replacement
		<u>\$60,000</u>	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#551-Library Maintenance	
2026	General G.O. Bonds	175,000	Design and construct northside patio.
		<u>\$175,000</u>	2026 Subtotal
2027	General G.O. Bonds	400,000	Window refurbishment/replacement. (Green Street)
	General G.O. Bonds	250,000	Library Elevator Replacement. (Green Street)
	General G.O. Bonds	100,000	Refurbish HVAC system and controls. (Green Street)
		<u>\$750,000</u>	2027 Subtotal
	TOTAL	<u>\$985,000</u>	

**2025-2034
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	☐ New	<u>H</u>	Safety	<u>L</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>H</u>	O + M Costs	<u>L</u>	Council Goals	<u>M</u>	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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Capital Transfer	0	0	70,000	0	0	0	0	0	0	0	70,000
	Total	0	0	70,000	0	0	0	0	0	0	0	70,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #555-Handgun Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General Capital Transfer	70,000	Replace handguns purchased in FY 2017.
		\$70,000	2027 Subtotal
	TOTAL	\$70,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #557-Memorial Field

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: 70 South Fruit Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Memorial Field. Projects herein are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve the community. Typical improvements include: field improvements, drainage improvements, bleachers replacement, building repairs, court refurbishment, and lighting.

SERVICE IMPACT: Routine maintenance of preserves and improves usability of Memorial Field amenities.

IMPACT IF NOT FUNDED: Deferred maintenance will result in more significant, expensive repairs in the future. Obsolete facilities will result in decreased utilization and diminished customer satisfaction. Lack of routine maintenance 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)

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Donations	0	250,000	100,000	0	0	0	0	0	0	0	350,000
General	Capital Transfer	0	0	50,000	0	0	0	0	0	0	0	50,000
General	G.O. Bonds	0	250,000	50,000	0	0	0	0	0	0	0	300,000
	Total	0	500,000	200,000	0	0	0	0	0	0	0	700,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #557-Memorial Field

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General Donations	250,000	Master Plan, preliminary geotechnical engineering assessment, and design of future athletic facility improvements. School District Portion.
	General G.O. Bonds	250,000	Master Plan, preliminary geotechnical engineering assessment, and design of future athletic facility improvements. City Portion.
		\$500,000	2026 Subtotal
2027	General Donations	50,000	Drainage improvements as indicated in the VHB Master Plan
	General G.O. Bonds	50,000	Drainage improvements as indicated in the VHB Master Plan
	General Donations	50,000	Repair/replace athletic field lights on main football field
	General Capital Transfer	50,000	Repair/replace athletic field lights on main football field
		\$200,000	2027 Subtotal
	TOTAL	\$700,000	

**2025-2034
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	☐ New	☐ M	Safety	☐ M	Facility Cond.	☐	Productivity	
SERVED:	☒ Replace	☐ L	Mandates	☐ L	Service Def.	☐ N/A	Tax Base Exp.	☐ City Master Pl.
	☒ Rebuild	☐ H	O + M Costs	☐	Council Goals	☐ M	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: 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)

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #560-Fire Training Facility

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	0	500,000	0	0	0	0	0	0	500,000
	Total	0	0	0	500,000	0	0	0	0	0	0	500,000

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.
		<u>\$500,000</u>	2028 Subtotal
	TOTAL	<u>\$500,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: Citywide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	20,000	0	0	20,000	0	0	20,000	0	60,000
	Total	0	0	20,000	0	0	20,000	0	0	20,000	0	60,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$20,000</u>	2027 Subtotal
2030	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		<u>\$20,000</u>	2030 Subtotal
2033	General G.O. Bonds	20,000	Replacement of fire alarm infrastructure. (City wide)
		<u>\$20,000</u>	2033 Subtotal
	TOTAL	<u>\$60,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #563-Master Plan Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to update the City Master Plan. State Law requires that a municipality's Master Plan be updated from "time to time". The commonly accepted planning horizon for a Master Plan is 10-15 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	400,000	0	0	0	0	0	0	0	0	400,000
	Total	0	400,000	0	0	0	0	0	0	0	0	400,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #563-Master Plan Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	400,000	Comprehensive update of the "2030" Master Plan, which was adopted in 2008.
		\$400,000	2026 Subtotal
	TOTAL	\$400,000	

**2025-2034
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	☐ Safety	☐ Facility Cond.	☐ Productivity	
	☒ Replace	☐ Mandates	☐ Service Def.	☐ Tax Base Exp.	☐ City Master Pl.
	☒ Rebuild	☐ O + M Costs	☐ Council Goals	☐ Timeliness	☐ Parks
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: The purpose of this project is to 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.

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	100,000	0	0	100,000
Other	Federal	0	0	500,000	0	0	0	0	0	0	0	500,000
	Total	0	0	500,000	0	0	0	0	100,000	0	0	600,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Other Federal	500,000	LWCF Grants funds to build park improvements.
		\$500,000	2027 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	\$600,000	

**2025-2034
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	☐ New	L Safety	H Facility Cond.	H Productivity	
SERVED:	☒ Replace	N/A Mandates	L Service Def.	N/A Tax Base Exp.	N/A City Master Pl.
	☐ Rebuild	L O + M Costs	N/A Council Goals	M Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis				

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	110,000	185,000	105,000	0	80,000	45,000	40,000	0	0	0	565,000
Other	Capital Close-out	766	0	0	0	0	0	0	0	0	0	766
	Total	110,766	185,000	105,000	0	80,000	45,000	40,000	0	0	0	565,766

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	55,000	Replace truck that was totaled during winter event 2022/2023.
	General G.O. Bonds	55,000	Replace our 2009 John Deere utility tractor with attachments (cemetery).
	Other Capital Close-out	766	Replace our 2009 John Deere utility tractor with attachments (cemetery).
		\$110,766	2025 Subtotal
2026	General G.O. Bonds	55,000	Replace 1989 John Deere tractor with bucket/attachments. (parks).
	General G.O. Bonds	45,000	Electric powered GPS robot athletic field paint machine.
	General G.O. Bonds	40,000	Replace 2015 John Deere out front mower (cemetery).
	General G.O. Bonds	30,000	Replace 2013 Toro mower (parks).
	General G.O. Bonds	15,000	60 inch 25 hp Zero Turn Mower Z700 or similar (parks)
		\$185,000	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.
		\$40,000	2031 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#569-Parks and Cemeteries Small Turf Equipment
TOTAL		\$565,766

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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	☒ New	☐ H	Safety	☐ H	Facility Cond.	☐ H	Productivity	
SERVED:	☐ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	400,000	4,000,000	0	0	0	0	0	0	4,400,000
	Total	0	0	400,000	4,000,000	0	0	0	0	0	0	4,400,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #571-I-393/Horseshoe Pond Drainage Improvements

I. PROJECT TYPE: Storm Sewer

II. LOCATION: I-393/North Main Street/Horseshoe Pond Drainage Area

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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 / Bouton 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	0	100,000	0	0	0	0	0	0	100,000
	Total	0	0	0	100,000	0	0	0	0	0	0	100,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #571-I-393/Horseshoe Pond Drainage Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	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	2028 Subtotal
TOTAL		\$100,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #572-Airport Master Plan

I. PROJECT TYPE: Airport

II. LOCATION: Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The current Airport Master Plan was last updated in 2006. Periodic updates are required every 10-20 years 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
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
Airport	Capital Transfer	0	12,500	0	0	0	0	0	0	0	0	12,500
	Total	0	250,000	0	0	0	0	0	0	0	0	250,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #572-Airport Master Plan

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	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	2026 Subtotal
TOTAL		\$250,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

I. PROJECT TYPE: Public Safety

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for routine replacement of Personal Protective Equipment (PPE) for 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	915,000	0	0	0	0	0	0	0	0	65,000	980,000
General	Capital Transfer	0	0	0	0	425,000	0	0	0	0	0	425,000
	Total	915,000	0	0	0	425,000	0	0	0	0	65,000	1,405,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	915,000	Replacement of breathing apparatus purchased in FY 2015.
		<u>\$915,000</u>	2025 Subtotal
2029	General Capital Transfer	425,000	Systematic replacement of firefighting protective clothing.
		<u>\$425,000</u>	2029 Subtotal
2034	General G.O. Bonds	65,000	Replacement of active shooter personal protective equipment.
		<u>\$65,000</u>	2034 Subtotal
	TOTAL	<u>\$1,405,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #575-Police Vehicle & Equipment Replacement

I. PROJECT TYPE: Other Vehicles

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Capital Transfer	280,000	280,000	285,000	285,000	290,000	290,000	295,000	295,000	295,000	295,000	2,890,000
	Total	280,000	280,000	285,000	285,000	290,000	290,000	295,000	295,000	295,000	295,000	2,890,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #575-Police Vehicle & Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Capital Transfer	280,000	Replacement of 4 marked police vehicles.
		<u>\$280,000</u>	2025 Subtotal
2026	General Capital Transfer	280,000	Replace 4 vehicles.
		<u>\$280,000</u>	2026 Subtotal
2027	General Capital Transfer	285,000	Replace 4 vehicles.
		<u>\$285,000</u>	2027 Subtotal
2028	General Capital Transfer	285,000	Replace 4 vehicles.
		<u>\$285,000</u>	2028 Subtotal
2029	General Capital Transfer	290,000	Replace 4 vehicles.
		<u>\$290,000</u>	2029 Subtotal
2030	General Capital Transfer	290,000	Replace 4 vehicles.
		<u>\$290,000</u>	2030 Subtotal
2031	General Capital Transfer	295,000	Replace 4 vehicles.
		<u>\$295,000</u>	2031 Subtotal
2032	General Capital Transfer	295,000	Replace 4 vehicles.
		<u>\$295,000</u>	2032 Subtotal
2033	General Capital Transfer	295,000	Replace 4 vehicles.
		<u>\$295,000</u>	2033 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	POLICE - OPERATIONS	#575-Police Vehicle & Equipment Replacement
2034	General Capital Transfer	295,000 Replace 4 vehicles.
		<u>\$295,000</u> 2034 Subtotal
	TOTAL	<u>\$2,890,000</u>

**2025-2034
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 ☐ New ☐ Safety ☐ Facility Cond. ☐ Productivity
SERVED: ☐ Replace ☐ Mandates ☐ Service Def. ☐ Tax Base Exp. ☐ City Master Pl.
☒ Rebuild ☐ O + M Costs ☐ Council Goals ☐ Timeliness
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: This project provides 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	100,000	0	1,700,000	0	0	0	0	0	0	0	1,800,000
	Total	100,000	0	1,700,000	0	0	0	0	0	0	0	1,800,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	100,000	Bicentennial Square: Design and permit renovations for the square.
		\$100,000	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-PUBLIC PROPERTIES	#579-Downtown Squares	
2027	General G.O. Bonds	1,700,000	Bicentennial Square: Construct renovation project.
		<u>\$1,700,000</u>	2027 Subtotal
	TOTAL	<u>\$1,800,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #583-Heights Fire Station

I. PROJECT TYPE: Public Buildings

II. LOCATION: East Concord

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ M	Safety	☐ Facility Cond.	☐ Productivity	
SERVED:	☐ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	0	7,500,000	0	0	0	0	0	0	7,500,000
	Total	0	0	0	7,500,000	0	0	0	0	0	0	7,500,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #583-Heights Fire Station

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	7,500,000	Design, construct, and furnish a new fire station in East Concord. New building and furnishings only.
		<u>\$7,500,000</u>	2028 Subtotal
	TOTAL	<u>\$7,500,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #587-Cemetery Improvements

I. PROJECT TYPE: Cemeteries

II. LOCATION: City Cemeteries

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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 and affect our ability to follow State Law for burials.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Other	Capital Close-out	510	0	0	0	0	0	0	0	0	0	510
General	G.O. Bonds	150,000	300,000	400,000	350,000	230,000	70,000	150,000	0	2,300,000	650,000	4,600,000
	Total	150,510	300,000	400,000	350,000	230,000	70,000	150,000	0	2,300,000	650,000	4,600,510

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: REC-GROUNDS #587-Cemetery Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	150,000	Repairs to Vault at Blossom Hill to repoint brick and granite walls and new roof.
	Other Capital Close-out	510	Repairs to Vault at Blossom Hill to repoint brick and granite walls and new roof.
		<u>\$150,510</u>	2025 Subtotal
2026	General G.O. Bonds	200,000	Address building (windows, doors, mortar repointing, ivy removal) and roof repair items listed in the 2024 HL Turner Group report.
	General G.O. Bonds	100,000	Blossom Hill Cemetery roadway and pavement improvements.
		<u>\$300,000</u>	2026 Subtotal
2027	General G.O. Bonds	400,000	Address roofing and building (mortar repointing, windows, overhead doors) listed in the 2024 HL Turner Group report.
		<u>\$400,000</u>	2027 Subtotal
2028	General G.O. Bonds	200,000	Maple Grove Cemetery: Clear and grade 2+/- acres of property for future expansion. Install 600 ft of fencing on Sylvester Street from corner of Sewalls Falls Road towards Fisherville Road.
	General G.O. Bonds	150,000	Blossom Hill Cemetery roadway and pavement improvements.
		<u>\$350,000</u>	2028 Subtotal
2029	General G.O. Bonds	150,000	Blossom Hill Cemetery roadway and pavement improvements.
	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.
		<u>\$230,000</u>	2029 Subtotal
2030	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.

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	REC-GROUNDS	#587-Cemetery Improvements		
			\$70,000	2030 Subtotal
2031	General G.O. Bonds		150,000	Blossom Hill Cemetery roadway and pavement improvements.
			\$150,000	2031 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
2034	General G.O. Bonds		500,000	Purchase real estate to expand facilities to accommodate community needs.
	General G.O. Bonds		150,000	Pine Grove Cemetery: Clear and grade 1.5 acres of property for future expansion.
			\$650,000	2034 Subtotal
	TOTAL		\$4,600,510	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #588-Loudon Road Bridge Improvement Project

I. PROJECT TYPE: Bridges

II. LOCATION: Loudon Road over Merrimack River

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: A 2015 bridge inspection by 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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #588-Loudon Road Bridge Improvement Project

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	2,630,275	0	0	0	0	0	0	0	0	2,630,275
Other	Federal	0	18,357,552	0	0	0	0	0	0	0	0	18,357,552
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
Total		0	23,246,940	0	0	0	0	0	0	0	0	23,246,940

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other Federal	18,357,552	Construct bridge repairs and improvements. Project includes widened deck to accommodate multi-use path and shoulders. \$22,946,940 estimated construction phase costs. Federal share (80%).
	General G.O. Bonds	2,630,275	Construct bridge repairs and improvements. Project includes widened deck to accommodate multi-use path and shoulders. \$22,946,940 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. \$22,946,940 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%).
		\$23,246,940	2026 Subtotal
	TOTAL	\$23,246,940	

**2025-2034
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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #589-Downtown Corridor Streetscape Improvement Project

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	0	0	620,000	850,000	610,000	450,000	450,000	360,000	3,340,000
	Total	0	0	0	0	620,000	850,000	610,000	450,000	450,000	360,000	3,340,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2029	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.
		<u>\$620,000</u>	2029 Subtotal
2030	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.
		<u>\$850,000</u>	2030 Subtotal
2031	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.
		<u>\$610,000</u>	2031 Subtotal
2032	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.
		<u>\$450,000</u>	2032 Subtotal
2033	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).
		<u>\$450,000</u>	2033 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#589-Downtown Corridor Streetscape Improvement Project
2034	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 2034 Subtotal
TOTAL		\$3,340,000

**2025-2034
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	☐ New	☐ M	Safety	☐ M	Facility Cond.	☐ N/A	Productivity	
SERVED:	☐ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	10,000	515,000	0	0	750,000	0	0	0	0	0	1,275,000
	Total	10,000	515,000	0	0	750,000	0	0	0	0	0	1,275,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #590-Downtown Civic District Sidewalk Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	10,000	Design of Green Street sidewalk improvements (from School to Capitol, plus 100' each way both sides) in conjunction with the construction of improvements associated with the new Legislative Parking Garage at the former Justice Department site. Includes traffic calming and sidewalk "bump outs" at the intersections of Green/School and Green/Capitol.
		\$10,000	2025 Subtotal
2026	General G.O. Bonds	210,000	Construction of Green Street sidewalk improvements (from School to Capitol, plus 100' each way both sides) in conjunction with the construction of improvements associated with the new Legislative Parking Garage at the former Justice Department site. Includes traffic calming and sidewalk "bump outs" at the intersections of Green/School and Green/Capitol.
	General G.O. Bonds	150,000	Construction of North State Street sidewalk improvements (from School to Capitol, plus 100' each way both sides) in conjunction with the construction of improvements associated with the new Legislative Parking Garage at the former Justice Department site.
	General G.O. Bonds	110,000	Construction of School Street sidewalk improvements (both sides from Green to State) in conjunction with the construction of improvements associated with the new Legislative Parking Garage at the former Justice Department site.
	General G.O. Bonds	45,000	Construction of Capitol Street sidewalk improvements (North side from Green to State) in conjunction with the construction of improvements associated with the new Legislative Parking Garage at the former Justice Department site.
		\$515,000	2026 Subtotal
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 to be improved as part of 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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-ENGINEERING SERVICES	#590-Downtown Civic District Sidewalk Replacement
TOTAL		\$1,275,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #594-New Central Fire Station

I. PROJECT TYPE: Public Buildings

II. LOCATION: To be determined

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	150,000	0	3,000,000	2,000,000	20,000,000	0	0	0	0	25,150,000
	Total	0	150,000	0	3,000,000	2,000,000	20,000,000	0	0	0	0	25,150,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #594-New Central Fire Station

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	150,000	Site evaluation, design and permitting for new Central Fire Station/Headquarters facility.
		<u>\$150,000</u>	2026 Subtotal
2028	General G.O. Bonds	3,000,000	Property Acquisition for new Central Fire Station, following completion of site evaluation.
		<u>\$3,000,000</u>	2028 Subtotal
2029	General G.O. Bonds	2,000,000	Design/permitting for new Central Fire Station, following site acquisition.
		<u>\$2,000,000</u>	2029 Subtotal
2030	General G.O. Bonds	20,000,000	Construct, and furnish a new Central Fire Station per recommendations of the January 2022 ESCI needs assessment / location study. New building and furnishings only.
		<u>\$20,000,000</u>	2030 Subtotal
	TOTAL	<u>\$25,150,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #595-Parking Meters

I. PROJECT TYPE: Parking

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: 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:

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Parking	Capital Transfer	80,000	0	0	0	0	0	0	0	0	0	80,000
Parking	G.O. Bonds	0	0	0	800,000	1,550,000	0	0	0	0	0	2,350,000
	Total	80,000	0	0	800,000	1,550,000	0	0	0	0	0	2,430,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Parking Capital Transfer	80,000	Replacement batteries for the IPS Smart Parking Meters (463 meters) and backup batteries, as current meter batteries are reaching end of useful life.
		<u>\$80,000</u>	2025 Subtotal
2028	Parking G.O. Bonds	800,000	Replace 480 single space smart meters put into service in FY2020.
		<u>\$800,000</u>	2028 Subtotal
2029	Parking G.O. Bonds	1,550,000	Replace 86 kiosk units.
		<u>\$1,550,000</u>	2029 Subtotal
	TOTAL	<u>\$2,430,000</u>	

**2025-2034
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	☐ New	H	Safety	H	Facility Cond.	M	Productivity	
SERVED:	☒ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	H City Master Pl.
	☒ Rebuild	N/A	O + M Costs	N/A	Council Goals	N/A	Timeliness	Parking
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to provide funding for the repair, replacement, or expansion of the City's 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 which was 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)

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CITY MANAGER /OPERATION #596-Surface Lots

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Parking	G.O. Bonds	0	495,000	0	0	819,500	0	957,000	0	0	0	2,271,500
	Total	0	495,000	0	0	819,500	0	957,000	0	0	0	2,271,500

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Parking G.O. Bonds	495,000	City Hall / Auditorium Parking Lot: Construction. Presumes full depth reconstruction with stormwater upgrades, as well as landscaping and lighting improvements.
		<u>\$495,000</u>	
			2026 Subtotal
2029	Parking G.O. Bonds	819,500	Police Department Parking Lot: Design and reconstruction. Presumes full depth reconstruction with stormwater upgrades, as well as landscaping and lighting improvements.
		<u>\$819,500</u>	
			2029 Subtotal
2031	Parking G.O. Bonds	533,500	Library Parking Lot: Design and construction. Presumes full depth reconstruction with stormwater upgrades, as well as landscaping and lighting improvements.
	Parking G.O. Bonds	258,500	
	Parking G.O. Bonds	165,000	McKee Square Parking Lot (Clinton Street): Design and reconstruction.
		<u>\$957,000</u>	
			2031 Subtotal
	TOTAL	<u>\$2,271,500</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #597-Parking Beacons

I. PROJECT TYPE: Parking

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☒ New	☐ H	Safety	☐ N/A	Facility Cond.	☐ N/A	Productivity	
SERVED:	☐ Replace	☐ N/A	Mandates	☐ N/A	Service Def.	☐ N/A	Tax Base Exp.	☐ H City Master Pl.
	☐ Rebuild	☐ L	O + M Costs	☐ N/A	Council Goals	☐ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Parking	Capital Transfer	0	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Parking	G.O. Bonds	0	0	0	275,000	0	0	0	0	0	0	275,000
	Total	0	0	0	275,000	5,000	5,000	5,000	5,000	5,000	5,000	305,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #597-Parking Beacons

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Parking G.O. Bonds	275,000	Purchase and install no parking strobe beacons and related signage for 24 intersections city-wide.
		<u>\$275,000</u>	2028 Subtotal
2029	Parking Capital Transfer	5,000	Parking beacon maintenance.
		<u>\$5,000</u>	2029 Subtotal
2030	Parking Capital Transfer	5,000	Parking beacon maintenance.
		<u>\$5,000</u>	2030 Subtotal
2031	Parking Capital Transfer	5,000	Parking beacon maintenance.
		<u>\$5,000</u>	2031 Subtotal
2032	Parking Capital Transfer	5,000	Parking beacon maintenance.
		<u>\$5,000</u>	2032 Subtotal
2033	Parking Capital Transfer	5,000	Parking beacon maintenance.
		<u>\$5,000</u>	2033 Subtotal
2034	Parking Capital Transfer	5,000	Parking beacon maintenance.
		<u>\$5,000</u>	2034 Subtotal
	TOTAL	<u>\$305,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #599-Zoning Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to update Concord's Zoning Ordinance following completion of a new City-wide Master Plan (expected to commence in FY26).

SERVICE IMPACT: Implementation of new land use regulations 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.

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Capital Transfer	0	0	0	200,000	0	0	0	0	0	0	200,000
	Total	0	0	0	200,000	0	0	0	0	0	0	200,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General Capital Transfer	200,000	Zoning Ordinance Update following completion of updates to City Master Plan
		\$200,000	2028 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	CD-COMMUNITY PLANNING	#599-Zoning Update
	TOTAL	\$200,000

**2025-2034
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	☐ New	<u>N/A</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☒ Replace	<u>L</u>	Mandates	<u>L</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>L</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>M</u>	Council Goals	<u>L</u>	Timeliness	Public Facilities
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Capital Transfer	0	0	0	100,000	0	0	0	0	0	0	100,000
	Total	0	0	0	100,000	0	0	0	0	0	0	100,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #600-Impact Fee Ordinance Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General Capital Transfer	100,000	Impact Fee Ordinance update.
		\$100,000	2028 Subtotal
	TOTAL	\$100,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #601-Design Guidelines Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	N/A	Safety	N/A	Facility Cond.	N/A	Productivity	
SERVED:	☒ Replace	N/A	Mandates	N/A	Service Def.	N/A	Tax Base Exp.	L City Master Pl.
	☐ Rebuild	N/A	O + M Costs	M	Council Goals	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 Master Plan update is complete. This project is intended to run concurrently with the zoning ordinance update and impact fee ordinance update.

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)

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #601-Design Guidelines Update

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Capital Transfer	0	0	0	100,000	0	0	0	0	0	0	100,000
	Total	0	0	0	100,000	0	0	0	0	0	0	100,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General Capital Transfer	100,000	Update the City's Design Guidelines.
		<u>\$100,000</u>	2028 Subtotal
	TOTAL	<u>\$100,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #602-Iron Works Road Bridge Replacement Project

I. PROJECT TYPE: Bridges

II. LOCATION: Iron Works Road over Turkey River

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	H	Facility Cond.	N/A	Productivity	
SERVED:	☒ 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 (Bridge ID #190/067). 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 the top 65 municipally owned red listed bridges to be prioritized for funding in the state. Minor repairs to the bridge were completed in 2021.

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	67,500	600,000	0	0	0	0	0	0	0	667,500
Other	State	0	270,000	2,400,000	0	0	0	0	0	0	0	2,670,000
	Total	0	337,500	3,000,000	0	0	0	0	0	0	0	3,337,500

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #602-Iron Works Road Bridge Replacement Project

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other State	270,000	Design, permitting and bidding of new bridge. State share (80%) of total project cost.
	General G.O. Bonds	67,500	Design, permitting and bidding of new bridge. City share (20%) of total project cost.
		\$337,500	2026 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	\$3,337,500	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #607-Video System Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to replace and improve antiquated video surveillance equipment utilized by the Police Department. The Department's current video equipment is used to monitor various areas within Police Headquarters, as well as the exterior of the building and surrounding City Complex buildings. This video serves both officer safety and public safety concerns, as well as serving a role in potential evidence collection. The current video system does not have recording capabilities and utilizes outdated technology which has become obsolete, difficult to service, and does not meet the needs of the Department.

SERVICE IMPACT: The Department seeks to implement a state of the art CCTV System utilizing IP surveillance cameras and NVR video encoder. This system will also tie into the Department's card access control system. Also included will be the necessary data storage capacity for such a system.

In addition to video monitoring capabilities, this system will allow for the recording of the Department's interview rooms and update the monitoring capabilities of high security areas within the Department to include evidence storage as well as firearms storage. The Department's capabilities in these areas is critically deficient and in need of expedited improvement.

IMPACT IF NOT FUNDED: Unreliable and failing surveillance infrastructure negatively impacts public safety.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Capital Transfer	0	0	10,000	0	0	0	0	0	0	0	10,000
	Total	0	0	10,000	0	0	0	0	0	0	0	10,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #607-Video System Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General Capital Transfer	10,000	Funding from this project will be used to replace and/ or add Departmental cameras to include the firing range,
		\$10,000	2027 Subtotal
TOTAL		\$10,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #611-Eastman Street Retaining Wall

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: 8 Eastman Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	H	Safety	H	Facility Cond.	N/A	Productivity	
SERVED:	☒ Replace	N/A	Mandates	H	Service Def.	N/A	Tax Base Exp.	N/A City Master Pl.
	☐ Rebuild	N/A	O + M Costs	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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	0	190,000	0	0	0	0	0	0	190,000
	Total	0	0	0	190,000	0	0	0	0	0	0	190,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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	

**2025-2034
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 ☐ New ☐ M Safety ☐ Facility Cond. ☐ Productivity
SERVED: ☒ Replace ☐ L Mandates ☐ L Service Def. ☐ Tax Base Exp. ☐ City Master Pl.
☐ Rebuild ☐ O + M Costs ☐ Council Goals ☐ L Timeliness Long-Range Planning
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: The 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Capital Transfer	0	25,000	500,000	0	0	0	0	0	0	0	525,000
	Total	0	25,000	500,000	0	0	0	0	0	0	0	525,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: INFORMATION TECHNOLOGY #615-Fiber System Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General Capital Transfer	25,000	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	

**2025-2034
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	☒ New	<u>M</u>	Safety	<u>N/A</u>	Facility Cond.	<u>N/A</u>	Productivity	
SERVED:	☐ Replace	<u>N/A</u>	Mandates	<u>N/A</u>	Service Def.	<u>N/A</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>L</u>	Timeliness	
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this 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.

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

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	30,000	0	0	0	0	0	0	0	30,000
	Total	0	0	30,000	0	0	0	0	0	0	0	30,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #620-Police Department Security Fencing

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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. Subject to new Police Station project/relocation per CIP #643.
		\$30,000	2027 Subtotal
	TOTAL	\$30,000	

**2025-2034
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 ☐ New Safety Facility Cond. Productivity
SERVED: ☐ Replace Mandates Service Def. Tax Base Exp. City Master Pl.
☒ Rebuild O + M Costs Council Goals Timeliness
☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

DESCRIPTION: This 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	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

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #621-Police Department Booking Room Renovations

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	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. Subject to new Police Station project/relocation per CIP #643.
		\$40,000	2026 Subtotal
	TOTAL	\$40,000	

**2025-2034
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	☐ New	<u>N/A</u>	Safety	<u>H</u>	Facility Cond.	<u>H</u>	Productivity	
SERVED:	☒ Replace	<u>N/A</u>	Mandates	<u>H</u>	Service Def.	<u>H</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	☐ Rebuild	<u>N/A</u>	O + M Costs	<u>N/A</u>	Council Goals	<u>H</u>	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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Parking	G.O. Bonds	0	0	0	0	0	0	0	305,000	0	0	305,000
	Total	0	0	0	0	0	0	0	305,000	0	0	305,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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.
		<u>\$305,000</u>	2032 Subtotal
	TOTAL	<u>\$305,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FINANCE PURCHASING #628-LED Streetlight Replacement

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: Citywide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project replaces the fixtures on the street lights with light emitting diodes (LED) fixtures. The new fixtures will consume less electricity and have a longer life than the existing metal halide type bulbs. Approximately half of the project is funded by Unitil's Energy Efficiency Program.

SERVICE IMPACT: The estimated savings is over \$100,000 per year. The estimated maintenance costs is between \$9,000 and \$10,000 per year.

IMPACT IF NOT FUNDED:

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	1,150,000	0	0	0	0	0	0	0	0	1,150,000
	Total	0	1,150,000	0	0	0	0	0	0	0	0	1,150,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FINANCE PURCHASING #628-LED Streetlight Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	1,150,000	This project fully replaces the ornamental “Bishop Crook” streetlights on Manchester Street, Water Street, South Main, and Loudon Road. In addition to replacing the light poles, any failing supporting infrastructure will be replace, and the light fixtures will be light emitting diodes (LED) fixtures. The new fixtures will consume less electricity and have a longer life than the existing metal halide type bulbs.
		\$1,150,000	2026 Subtotal
TOTAL		\$1,150,000	

**2025-2034
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 ☒ New N/A Safety N/A Facility Cond. N/A Productivity
 SERVED: ☐ 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	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

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #629-Police Body Worn Cameras and In-Car Video

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	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	2026 Subtotal
2027	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	2027 Subtotal
2028	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	2028 Subtotal
2029	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	2029 Subtotal
2030	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	2030 Subtotal
TOTAL		\$790,000	

**2025-2034
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 ☐ Replace ☐ Rebuild ☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis

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

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Capital Transfer	12,000	0	0	0	0	0	0	0	0	0	12,000
	Total	12,000	0	0	0	0	0	0	0	0	0	12,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #630-Police Computer Crimes Hardware and Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Capital Transfer	12,000	Replacement of computer hardware, software and related computer crimes investigation equipment & accessories to include proprietary subscriptions which accompany specific computer crimes investigative tools. This includes computer hardware (towers, laptops, hard drives, cellphones, cables, chargers, storage devices, and other computer crimes lab equipment needed for computer crimes investigations.
		\$12,000	2025 Subtotal
TOTAL		\$12,000	

**2025-2034
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	☐ New	N/A	Safety	M	Facility Cond.	H	Productivity	
SERVED:	☒ Replace	N/A	Mandates	L	Service Def.	N/A	Tax Base Exp.	N/A City Master Pl.
	☐ Rebuild	L	O + M Costs	N/A	Council Goals	M	Timeliness	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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Capital Transfer	38,000	32,000	30,000	30,000	44,000	37,000	41,000	47,000	32,000	47,000	378,000
	Total	38,000	32,000	30,000	30,000	44,000	37,000	41,000	47,000	32,000	47,000	378,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FINANCE PURCHASING #631-Multi-Function Photocopy Machines

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Capital Transfer	38,000	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). Replace Folder/Inserter at City Hall: device is used by several departments.
		\$38,000	2025 Subtotal
2026	General Capital Transfer	32,000	Replace networked multi-functional copier/printer/scanner for the following City department (location): Finance - Collections (City Hall); Finance - Purchasing (COMF); Parks & Recreation.
		\$32,000	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	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; Police Detectives (PD); Fire (Headquarters).
		\$44,000	2029 Subtotal
2030	General Capital Transfer	37,000	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); General Services, Wastewater Treatment (Hall St WWTF).
		\$37,000	2030 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:		FINANCE PURCHASING	#631-Multi-Function Photocopy Machines	
2031	General	Capital Transfer	41,000	Replace networked multi-functional copier/printer/scanner for the following City Department (location): GS Admin (COMF); Finance, Collections (City Hall); Finance - Purchasing (COMF); Parks & Recreation (Main Office).
			\$41,000	2031 Subtotal
2032	General	Capital Transfer	47,000	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); Parks and Recreation (CWCC).
			\$47,000	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 (Commercial St.)
			\$32,000	2033 Subtotal
2034	General	Capital Transfer	47,000	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 HQ, 1st Floor); Police Detectives (CPD HQ, 3rd Floor).
			\$47,000	2034 Subtotal
TOTAL			\$378,000	

**2025-2034
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 ☒ New N/A Safety N/A Facility Cond. N/A Productivity
 SERVED: ☐ Replace N/A Mandates N/A Service Def. N/A Tax Base Exp. L City Master Pl.
☐ Rebuild 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 to support City owned vehicles & equipment as such vehicles and equipment are added to the City fleet.

SERVICE EV charging stations are an important component in developing the capability to support electric vehicles within the City fleet.
 IMPACT:

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	75,000	0	0	50,000	0	0	0	0	125,000
Sewer	G.O. Bonds	75,000	0	0	0	0	0	0	0	0	0	75,000
Water	G.O. Bonds	0	0	0	25,000	0	0	0	0	0	0	25,000
	Total	75,000	0	75,000	25,000	0	50,000	0	0	0	0	225,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-PUBLIC PROPERTIES #636-Electric Vehicle (EV) Charging Stations

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Sewer G.O. Bonds	75,000	Construct two EV charging stations.
		<u>\$75,000</u>	2025 Subtotal
2027	General G.O. Bonds	75,000	Construct two EV charging stations.
		<u>\$75,000</u>	2027 Subtotal
2028	Water G.O. Bonds	25,000	Design EV charging stations.
		<u>\$25,000</u>	2028 Subtotal
2030	General G.O. Bonds	50,000	Construct one EV charging station.
		<u>\$50,000</u>	2030 Subtotal
	TOTAL	<u>\$225,000</u>	

**2025-2034
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	☒ New	<u>N/A</u>	Safety	<u>N/A</u>	Facility Cond.	<u>L</u>	Productivity	
SERVED:	☐ Replace	<u>M</u>	Mandates	<u>H</u>	Service Def.	<u>H</u>	Tax Base Exp.	<u>N/A</u> City Master Pl.
	☐ Rebuild	<u>H</u>	O + M Costs	<u>H</u>	Council Goals	<u>L</u>	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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
Other	Trust	385,000	0	0	0	0	0	0	0	0	0	385,000
	Total	385,000	0	0	0	0	0	0	0	0	0	385,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: ASSESSING #639-Full Measure and List

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Other Trust	385,000	Full Measure and List. Phase 1 of 2. Financed by reserve fund established for the project.
		<u>\$385,000</u>	2025 Subtotal
	TOTAL	<u>\$385,000</u>	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #643-Police Headquarters (New)

I. PROJECT TYPE: Public Buildings

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the preservation, adaptive reuse, and expansion of the existing 1958 building located at 4 Bouton Street) as the location for a new Police Station.

Said project shall be guided by the results of a 2024 needs assessment and feasibility study for the Police Headquarters as completed by Lavallee Brensinger.

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	3,365,000	38,370,000	0	0	0	0	0	0	0	0	41,735,000
Other	Capital Close-out	6,800	0	0	0	0	0	0	0	0	0	6,800
	Total	3,371,800	38,370,000	0	0	0	0	0	0	0	0	41,741,800

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #643-Police Headquarters (New)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	3,125,000	Police Station Relocation Project (4 Bouton St). Design.
	General G.O. Bonds	240,000	Weatherization of the building/facilities located at 4 Bouton Street in anticipation of future development for relocated Police Station.
	Other Capital Close-out	6,800	Police Station Relocation Project (4 Bouton St). Design.
		<u>\$3,371,800</u>	2025 Subtotal
2026	General G.O. Bonds	38,370,000	Police Station Relocation Project (4 Bouton St). Construction.
		<u>\$38,370,000</u>	2026 Subtotal
	TOTAL	<u>\$41,741,800</u>	

**2025-2034
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	☒ New	L Safety	N/A Facility Cond.	N/A Productivity	
SERVED:	☐ Replace	N/A Mandates	N/A Service Def.	N/A Tax Base Exp.	L City Master Pl.
	☐ Rebuild	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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	Capital Transfer	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
	Total	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: GS-HIGHWAY / UTILITIES #644-Street Tree Planting

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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
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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT:	GS-HIGHWAY / UTILITIES	#644-Street Tree Planting	
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
2034	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	2034 Subtotal
	TOTAL	\$100,000	

**2025-2034
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 ☐ New N/A Safety N/A Facility Cond. L Productivity
SERVED: ☒ Replace N/A Mandates L Service Def. N/A Tax Base Exp. N/A City Master Pl.
☐ Rebuild H O + M Costs N/A Council Goals 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 manufactures 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	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

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: POLICE - OPERATIONS #645-Police Department RMS/CAD Upgrade

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	250,000	Replacement of the Police Department's current RMS/CAD system. Phase 1 of 2.
		<u>\$250,000</u>	2026 Subtotal
2027	General G.O. Bonds	250,000	Replacement of the Police Department's current RMS/CAD system. Phase 2 of 2.
		<u>\$250,000</u>	2027 Subtotal
	TOTAL	<u>\$500,000</u>	

**2025-2034
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	☒ New	<u>H</u>	Safety	<u>N/A</u>	Facility Cond.	<u>M</u>	Productivity	
SERVED:	☐ Replace	<u>M</u>	Mandates	<u>H</u>	Service Def.	<u>L</u>	Tax Base Exp.	<u>H</u> City Master Pl.
	☐ Rebuild	<u>H</u>	O + M Costs	<u>L</u>	Council Goals	<u>M</u>	Timeliness	Sewer
	☐ Total-Cost-of-Ownership (TCO) or Life-cycle Cost (LCC) analysis							

DESCRIPTION: The purpose of this project is to 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	270,000	55,000	0	0	0	0	0	0	0	0	325,000
Sewer	G.O. Bonds	270,000	55,000	0	0	0	0	0	0	0	0	325,000
	Total	540,000	110,000	0	0	0	0	0	0	0	0	650,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

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	55,000	Separate Fowler Street and Rolfe Street catch basin from sewer system.
	Sewer G.O. Bonds	55,000	Separate Fowler Street and Rolfe Street catch basin from sewer system.
		\$110,000	2026 Subtotal
	TOTAL	\$650,000	

**2025-2034
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	☐ New	H	Safety	M	Facility Cond.	L	Productivity	
SERVED:	☐ 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 State 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	1,000,000	0	0	0	0	0	0	0	0	1,000,000
	Total	0	1,000,000	0	0	0	0	0	0	0	0	1,000,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #656-River Bank Stabilization Projects

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
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		\$1,000,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #659-North Main Street Corridor Improvements

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: North Main Street from Loudon Road to Bouton Street

III. PROJECT OBJECTIVES AND BACKGROUND

NEED	☐ New	L	Safety	M	Facility Cond.	M	Productivity	
SERVED:	☐ 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 complete a traffic study of the North Main Street corridor from Loudon Road to Bouton Street. This project shall be coordinated with CIP #18 and the NHDOT I-93 Bow-Concord project.

The study will identify any issues and provide recommendations for long-term improvement of North Main Street (from Loudon Road to Bouton Street) including street corridor improvements, pedestrian and ADA improvements, confirmation of lane configuration, and streetscape improvements.

SERVICE IMPACT: Address vehicle and pedestrian safety along the corridor. 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, vehicle and pedestrian safety along the corridor.

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	0	0	0	0	0	200,000	0	0	0	0	200,000
	Total	0	0	0	0	0	200,000	0	0	0	0	200,000

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-ENGINEERING SERVICES #659-North Main Street Corridor Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	General G.O. Bonds	200,000	Traffic assessment and conceptual design for corridor improvement alternatives. Includes public outreach with neighborhood stakeholders.
		\$200,000	2030 Subtotal
TOTAL		\$200,000	

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #661-Traffic Signals: Gridsmart Processor Replacement

I. PROJECT TYPE: Intersections

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the systematic replacement of Gridsmart processors that control the direction and phase of traffic at signalized intersections.

SERVICE IMPACT: Provides ability through fiber to deliver real-time data to the traffic division, reduce traffic congestion, optimizes the flow of traffic through intersections.

IMPACT IF NOT FUNDED: Negative traffic patterns, increased traffic congestion.

IV. PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	35,000	35,000	0	0	0	0	0	0	60,000	0	130,000
	Total	35,000	35,000	0	0	0	0	0	0	60,000	0	130,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	35,000	Systematic replacement of Gridsmart processors at eight (8) signalized intersections.
		\$35,000	2025 Subtotal

CITY OF CONCORD, NEW HAMPSHIRE

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: FIRE #661-Traffic Signals: Gridsmart Processor Replacement			
2026	General	G.O. Bonds	35,000 Systematic replacement of Gridsmart processors at eight (8) signalized intersections.
			<u>\$35,000</u> 2026 Subtotal
2033	General	G.O. Bonds	60,000 Systematic replacement of Gridsmart processors at eight (8) signalized intersections.
			<u>\$60,000</u> 2033 Subtotal
	TOTAL		<u>\$130,000</u>

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #663-I-93 Exit 13 Gateway Improvements

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: Manchester Street/Exit 13 of Interstate 93

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Cleanup of landscape bed areas at the Exit 13/Manchester Street Gateway to improve the appearance of the area and deter unwanted activities. Work to include removal of dead/dying vegetation and invasive species and weeds, pruning remaining vegetation for health and aesthetics, adding fresh mulch, and follow up maintenance.

SERVICE IMPACT: Addresses pedestrian safety and visual impact of an important gateway for travelers into the city. Maintains the City and State of NH's investment in the interchange improvements constructed for I-93.

IMPACT IF NOT FUNDED: Would violate maintenance agreement between the City and State of NH when the interchange was built.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Ten Years
General	G.O. Bonds	35,000	0	0	0	0	0	0	0	0	0	35,000
	Total	35,000	0	0	0	0	0	0	0	0	0	35,000

**2025-2034
CAPITAL IMPROVEMENT
PROJECT DETAIL**

PROJECT: CD-COMMUNITY PLANNING #663-I-93 Exit 13 Gateway Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	35,000	Gateway landscaping, cleanup, improvements
		\$35,000	2025 Subtotal
	TOTAL	\$35,000	

2025 Operating Budget Appendix A

AFSCME Wage Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	12.94	13.28	13.59	13.96	14.27	14.61	15.04	15.40	15.77	16.17	16.56	16.97	17.40	17.87	18.30	18.75
	517.60	531.20	543.60	558.40	570.80	584.40	601.60	616.00	630.80	646.80	662.40	678.80	696.00	714.80	732.00	750.00
	26,915.20	27,622.40	28,267.20	29,036.80	29,681.60	30,388.80	31,283.20	32,032.00	32,801.60	33,633.60	34,444.80	35,297.60	36,192.00	37,169.60	38,064.00	39,000.00
2	13.59	13.96	14.27	14.61	15.04	15.40	15.77	16.17	16.56	16.97	17.40	17.87	18.30	18.74	19.19	19.68
	543.60	558.40	570.80	584.40	601.60	616.00	630.80	646.80	662.40	678.80	696.00	714.80	732.00	749.60	767.60	787.20
	28,267.20	29,036.80	29,681.60	30,388.80	31,283.20	32,032.00	32,801.60	33,633.60	34,444.80	35,297.60	36,192.00	37,169.60	38,064.00	38,979.20	39,915.20	40,934.40
3	14.27	14.61	15.04	15.40	15.77	16.17	16.56	16.97	17.40	17.87	18.30	18.74	19.19	19.68	20.17	20.65
	570.80	584.40	601.60	616.00	630.80	646.80	662.40	678.80	696.00	714.80	732.00	749.60	767.60	787.20	806.80	826.00
	29,681.60	30,388.80	31,283.20	32,032.00	32,801.60	33,633.60	34,444.80	35,297.60	36,192.00	37,169.60	38,064.00	38,979.20	39,915.20	40,934.40	41,953.60	42,952.00
4	15.04	15.40	15.77	16.17	16.56	16.97	17.40	17.87	18.30	18.74	19.19	19.68	20.17	20.71	21.20	21.73
	601.60	616.00	630.80	646.80	662.40	678.80	696.00	714.80	732.00	749.60	767.60	787.20	806.80	828.40	848.00	869.20
	31,283.20	32,032.00	32,801.60	33,633.60	34,444.80	35,297.60	36,192.00	37,169.60	38,064.00	38,979.20	39,915.20	40,934.40	41,953.60	43,076.80	44,096.00	45,198.40
5	15.77	16.17	16.56	16.97	17.40	17.87	18.30	18.74	19.19	19.68	20.17	20.71	21.20	21.74	22.26	22.81
	630.80	646.80	662.40	678.80	696.00	714.80	732.00	749.60	767.60	787.20	806.80	828.40	848.00	869.60	890.40	912.40
	32,801.60	33,633.60	34,444.80	35,297.60	36,192.00	37,169.60	38,064.00	38,979.20	39,915.20	40,934.40	41,953.60	43,076.80	44,096.00	45,219.20	46,300.80	47,444.80
6	16.56	16.97	17.40	17.87	18.30	18.74	19.19	19.68	20.17	20.71	21.20	21.74	22.26	22.81	23.42	24.00
	662.40	678.80	696.00	714.80	732.00	749.60	767.60	787.20	806.80	828.40	848.00	869.60	890.40	912.40	936.80	960.00
	34,444.80	35,297.60	36,192.00	37,169.60	38,064.00	38,979.20	39,915.20	40,934.40	41,953.60	43,076.80	44,096.00	45,219.20	46,300.80	47,444.80	48,713.60	49,920.00
7	17.40	17.87	18.30	18.74	19.19	19.68	20.17	20.71	21.20	21.74	22.26	22.81	23.42	23.99	24.61	25.22
	696.00	714.80	732.00	749.60	767.60	787.20	806.80	828.40	848.00	869.60	890.40	912.40	936.80	959.60	984.40	1,008.80
	36,192.00	37,169.60	38,064.00	38,979.20	39,915.20	40,934.40	41,953.60	43,076.80	44,096.00	45,219.20	46,300.80	47,444.80	48,713.60	49,899.20	51,188.80	52,457.60
8	18.30	18.74	19.19	19.68	20.17	20.71	21.20	21.74	22.26	22.81	23.42	23.99	24.61	25.20	25.81	26.48
	732.00	749.60	767.60	787.20	806.80	828.40	848.00	869.60	890.40	912.40	936.80	959.60	984.40	1,008.00	1,032.40	1,059.20
	38,064.00	38,979.20	39,915.20	40,934.40	41,953.60	43,076.80	44,096.00	45,219.20	46,300.80	47,444.80	48,713.60	49,899.20	51,188.80	52,416.00	53,684.80	55,078.40
9	19.19	19.68	20.17	20.71	21.20	21.74	22.26	22.81	23.42	23.99	24.61	25.20	25.81	26.51	27.13	27.82
	767.60	787.20	806.80	828.40	848.00	869.60	890.40	912.40	936.80	959.60	984.40	1,008.00	1,032.40	1,060.40	1,085.20	1,112.80
	39,915.20	40,934.40	41,953.60	43,076.80	44,096.00	45,219.20	46,300.80	47,444.80	48,713.60	49,899.20	51,188.80	52,416.00	53,684.80	55,140.80	56,430.40	57,865.60
10	20.17	20.71	21.20	21.74	22.26	22.81	23.42	23.99	24.61	25.20	25.81	26.51	27.13	27.81	28.51	29.20
	806.80	828.40	848.00	869.60	890.40	912.40	936.80	959.60	984.40	1,008.00	1,032.40	1,060.40	1,085.20	1,112.40	1,140.40	1,168.00
	41,953.60	43,076.80	44,096.00	45,219.20	46,300.80	47,444.80	48,713.60	49,899.20	51,188.80	52,416.00	53,684.80	55,140.80	56,430.40	57,844.80	59,300.80	60,736.00
11	21.20	21.74	22.26	22.81	23.42	23.99	24.61	25.20	25.81	26.51	27.13	27.81	28.51	29.22	29.95	30.71
	848.00	869.60	890.40	912.40	936.80	959.60	984.40	1,008.00	1,032.40	1,060.40	1,085.20	1,112.40	1,140.40	1,168.80	1,198.00	1,228.40
	44,096.00	45,219.20	46,300.80	47,444.80	48,713.60	49,899.20	51,188.80	52,416.00	53,684.80	55,140.80	56,430.40	57,844.80	59,300.80	60,777.60	62,296.00	63,876.80
12	22.26	22.81	23.42	23.99	24.61	25.20	25.81	26.51	27.13	27.81	28.51	29.22	29.95	30.71	31.48	32.27
	890.40	912.40	936.80	959.60	984.40	1,008.00	1,032.40	1,060.40	1,085.20	1,112.40	1,140.40	1,168.80	1,198.00	1,228.40	1,259.20	1,290.80
	46,300.80	47,444.80	48,713.60	49,899.20	51,188.80	52,416.00	53,684.80	55,140.80	56,430.40	57,844.80	59,300.80	60,777.60	62,296.00	63,876.80	65,478.40	67,121.60
13	23.42	23.99	24.61	25.20	25.81	26.51	27.13	27.81	28.51	29.22	29.95	30.71	31.48	32.28	33.08	33.90
	936.80	959.60	984.40	1,008.00	1,032.40	1,060.40	1,085.20	1,112.40	1,140.40	1,168.80	1,198.00	1,228.40	1,259.20	1,291.20	1,323.20	1,356.00
	48,713.60	49,899.20	51,188.80	52,416.00	53,684.80	55,140.80	56,430.40	57,844.80	59,300.80	60,777.60	62,296.00	63,876.80	65,478.40	67,142.40	68,806.40	70,512.00
14	24.61	25.20	25.81	26.51	27.13	27.81	28.51	29.22	29.95	30.71	31.48	32.28	33.08	33.89	34.76	35.62
	984.40	1,008.00	1,032.40	1,060.40	1,085.20	1,112.40	1,140.40	1,168.80	1,198.00	1,228.40	1,259.20	1,291.20	1,323.20	1,355.60	1,390.40	1,424.80
	51,188.80	52,416.00	53,684.80	55,140.80	56,430.40	57,844.80	59,300.80	60,777.60	62,296.00	63,876.80	65,478.40	67,142.40	68,806.40	70,491.20	72,300.80	74,089.60
15	25.81	26.51	27.13	27.81	28.51	29.22	29.95	30.71	31.48	32.28	33.08	33.89	34.76	35.61	36.47	37.39
	1,032.40	1,060.40	1,085.20	1,112.40	1,140.40	1,168.80	1,198.00	1,228.40	1,259.20	1,291.20	1,323.20	1,355.60	1,390.40	1,424.40	1,458.80	1,495.60
	53,684.80	55,140.80	56,430.40	57,844.80	59,300.80	60,777.60	62,296.00	63,876.80	65,478.40	67,142.40	68,806.40	70,491.20	72,300.80	74,068.80	75,857.60	77,771.20
16	27.13	27.81	28.51	29.22	29.95	30.71	31.48	32.28	33.08	33.89	34.76	35.61	36.47	37.43	38.36	39.31
	1,085.20	1,112.40	1,140.40	1,168.80	1,198.00	1,228.40	1,259.20	1,291.20	1,323.20	1,355.60	1,390.40	1,424.40	1,458.80	1,497.20	1,534.40	1,572.40
	56,430.40	57,844.80	59,300.80	60,777.60	62,296.00	63,876.80	65,478.40	67,142.40	68,806.40	70,491.20	72,300.80	74,068.80	75,857.60	77,854.40	79,788.80	81,764.80

2025 Operating Budget Appendix A

CFOA Wage Schedule

2023

Grade	A/1	B/2	C/3	D/4	E/5	F/6	G/7	H/8	I/9	J/10	K/11	L/12	M/13	N/14	O/15	P/16
18	28.43	29.15	29.89	30.63	31.42	32.20	32.99	33.80	34.65	35.53	36.40	37.32	38.26	39.20	40.21	41.18
40 Hr.	1,137.20	1,166.00	1,195.60	1,225.20	1,256.80	1,288.00	1,319.60	1,352.00	1,386.00	1,421.20	1,456.00	1,492.80	1,530.40	1,568.00	1,608.40	1,647.20
ALSO	59,134.40	60,632.00	62,171.20	63,710.40	65,353.60	66,976.00	68,619.20	70,304.00	72,072.00	73,902.40	75,712.00	77,625.60	79,580.80	81,536.00	83,636.80	85,654.40
20	31.42	32.20	32.99	33.80	34.65	35.53	36.40	37.32	38.26	39.20	40.21	41.18	42.23	43.27	44.36	45.47
40 Hr.	1,256.80	1,288.00	1,319.60	1,352.00	1,386.00	1,421.20	1,456.00	1,492.80	1,530.40	1,568.00	1,608.40	1,647.20	1,689.20	1,730.80	1,774.40	1,818.80
LSO/Com Sup/FATS	65,353.60	66,976.00	68,619.20	70,304.00	72,072.00	73,902.40	75,712.00	77,625.60	79,580.80	81,536.00	83,636.80	85,654.40	87,838.40	90,001.60	92,268.80	94,577.60
18	28.43	29.15	29.89	30.63	31.42	32.20	32.99	33.80	34.65	35.53	36.40	37.32	38.26	39.20	40.21	41.18
42 Hr.	1,194.06	1,224.30	1,255.38	1,286.46	1,319.64	1,352.40	1,385.58	1,419.60	1,455.30	1,492.26	1,528.80	1,567.44	1,606.92	1,646.40	1,688.82	1,729.56
LT.	62,091.12	63,663.60	65,279.76	66,895.92	68,621.28	70,324.80	72,050.16	73,819.20	75,675.60	77,597.52	79,497.60	81,506.88	83,559.84	85,612.80	87,818.64	89,937.12
19	29.89	30.63	31.42	32.20	32.99	33.80	34.65	35.53	36.40	37.32	38.26	39.20	40.21	41.18	42.23	43.27
42 Hr.	1,255.38	1,286.46	1,319.64	1,352.40	1,385.58	1,419.60	1,455.30	1,492.26	1,528.80	1,567.44	1,606.92	1,646.40	1,688.82	1,729.56	1,773.66	1,817.34
P/Lt.	65,279.76	66,895.92	68,621.28	70,324.80	72,050.16	73,819.20	75,675.60	77,597.52	79,497.60	81,506.88	83,559.84	85,612.80	87,818.64	89,937.12	92,230.32	94,501.68
20	31.42	32.20	32.99	33.80	34.65	35.53	36.40	37.32	38.26	39.20	40.21	41.18	42.23	43.27	44.36	45.47
42 Hr.	1,319.64	1,352.40	1,385.58	1,419.60	1,455.30	1,492.26	1,528.80	1,567.44	1,606.92	1,646.40	1,688.82	1,729.56	1,773.66	1,817.34	1,863.12	1,909.74
Captain	68,621.28	70,324.80	72,050.16	73,819.20	75,675.60	77,597.52	79,497.60	81,506.88	83,559.84	85,612.80	87,818.64	89,937.12	92,230.32	94,501.68	96,882.24	99,306.48
21	34.65	35.53	36.40	37.32	38.26	39.20	40.21	41.18	42.23	43.27	44.36	45.47	46.62	47.76	48.97	50.18
42 Hr.	1,455.30	1,492.26	1,528.80	1,567.44	1,606.92	1,646.40	1,688.82	1,729.56	1,773.66	1,817.34	1,863.12	1,909.74	1,958.04	2,005.92	2,056.74	2,107.56
B/C	75,675.60	77,597.52	79,497.60	81,506.88	83,559.84	85,612.80	87,818.64	89,937.12	92,230.32	94,501.68	96,882.24	99,306.48	101,818.08	104,307.84	106,950.48	109,593.12

2025 Operating Budget Appendix A

CPPA Wage Schedule

4.00%

Effective 1/7/2024	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	29.65	31.14	33.02	34.99	37.09	39.31	39.31	40.88	41.28	42.52
Weekly	1,186.00	1,245.60	1,320.80	1,399.60	1,483.60	1,572.40	1,572.40	1,635.20	1,651.20	1,700.80
Yearly	61,672.00	64,771.20	68,681.60	72,779.20	77,147.20	81,764.80	81,764.80	85,030.40	85,862.40	88,441.60
Merit 3%	-	-	-	-	-	-	2,452.94	2,550.91	2,575.87	2,653.25
Total Yearly	61,672.00	64,771.20	68,681.60	72,779.20	77,147.20	81,764.80	84,217.74	87,581.31	88,438.27	91,094.85

DEU 7%

Effective 1/7/2024	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	31.72	33.32	35.34	37.43	39.69	42.07	42.07	43.75	44.17	45.49
Weekly	1,268.80	1,332.80	1,413.60	1,497.20	1,587.60	1,682.80	1,682.80	1,750.00	1,766.80	1,819.60
Yearly	65,977.60	69,305.60	73,507.20	77,854.40	82,555.20	87,505.60	87,505.60	91,000.00	91,873.60	94,619.20
Merit 3%	-	-	-	-	-	-	2,625.17	2,730.00	2,756.21	2,838.58
Total Yearly	65,977.60	69,305.60	73,507.20	77,854.40	82,555.20	87,505.60	90,130.77	93,730.00	94,629.81	97,457.78

CID, DVO, CRO and SRO 1.5%

Effective 1/7/2024	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	30.09	31.61	33.52	35.52	37.64	39.92	39.92	41.52	41.91	43.17
Weekly	1,203.60	1,264.40	1,340.80	1,420.80	1,505.60	1,596.80	1,596.80	1,660.80	1,676.40	1,726.80
Yearly	62,587.20	65,748.80	69,721.60	73,881.60	78,291.20	83,033.60	83,033.60	86,361.60	87,172.80	89,793.60
Merit 3%	-	-	-	-	-	-	2,491.01	2,590.85	2,615.18	2,693.81
Total Yearly	62,587.20	65,748.80	69,721.60	73,881.60	78,291.20	83,033.60	85,524.61	88,952.45	89,787.98	92,487.41

2025 Operating Budget Appendix A

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	28.08	28.93	29.79	30.67	31.58	32.52	33.53	34.54	35.55	36.62	36.62
Weekly	1,123.20	1,157.20	1,191.60	1,226.80	1,263.20	1,300.80	1,341.20	1,381.60	1,422.00	1,464.80	1,464.80
Yearly	58,406.40	60,174.40	61,963.20	63,793.60	65,686.40	67,641.60	69,742.40	71,843.20	73,944.00	76,169.60	76,169.60
Merit											2,285.09
Yearly *											78,454.69

Sergeant A: Members with less than 20 years of sworn service.

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	35.87	36.94	38.03	39.20	40.37	41.56	42.76	44.09	45.42	46.80	46.80
Weekly	1,434.80	1,477.60	1,521.20	1,568.00	1,614.80	1,662.40	1,710.40	1,763.60	1,816.80	1,872.00	1,872.00
Yearly	74,609.60	76,835.20	79,102.40	81,536.00	83,969.60	86,444.80	88,940.80	91,707.20	94,473.60	97,344.00	97,344.00
Merit											2,920.32
Yearly *											100,264.32

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	36.41	37.49	38.60	39.78	40.99	42.18	43.41	44.74	46.09	47.51	47.51
Weekly	1,456.40	1,499.60	1,544.00	1,591.20	1,639.60	1,687.20	1,736.40	1,789.60	1,843.60	1,900.40	1,900.40
Yearly	75,732.80	77,979.20	80,288.00	82,742.40	85,259.20	87,734.40	90,292.80	93,059.20	95,867.20	98,820.80	98,820.80
Merit											2,964.62
Yearly *											101,785.42

Sergeant B: Members with 20 years (+) of sworn service.

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	37.20	38.28	39.38	40.53	41.68	42.92	44.11	45.41	46.79	48.13	48.13
Weekly	1,488.00	1,531.20	1,575.20	1,621.20	1,667.20	1,716.80	1,764.40	1,816.40	1,871.60	1,925.20	1,925.20
Yearly	77,376.00	79,622.40	81,910.40	84,302.40	86,694.40	89,273.60	91,748.80	94,452.80	97,323.20	100,110.40	100,110.40
Merit											3,003.31
Yearly *											103,113.71

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	37.76	38.85	39.98	41.13	42.31	43.57	44.77	46.08	47.50	48.86	48.86
Weekly	1,510.40	1,554.00	1,599.20	1,645.20	1,692.40	1,742.80	1,790.80	1,843.20	1,900.00	1,954.40	1,954.40
Yearly	78,540.80	80,808.00	83,158.40	85,550.40	88,004.80	90,625.60	93,121.60	95,846.40	98,800.00	101,628.80	101,628.80
Merit											3,048.86
Yearly *											104,677.66

2025 Operating Budget Appendix A

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	37.66	38.77	39.94	41.14	42.40	43.63	44.90	46.31	47.72	49.12	49.12
Weekly	1,506.40	1,550.80	1,597.60	1,645.60	1,696.00	1,745.20	1,796.00	1,852.40	1,908.80	1,964.80	1,964.80
Yearly	78,332.80	80,641.60	83,075.20	85,571.20	88,192.00	90,750.40	93,392.00	96,324.80	99,257.60	102,169.60	102,169.60
Merit											3,065.09
Yearly *											105,234.69

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	38.98	40.12	41.30	42.52	43.71	44.98	46.26	47.63	49.04	50.48	50.48
Weekly	1,559.20	1,604.80	1,652.00	1,700.80	1,748.40	1,799.20	1,850.40	1,905.20	1,961.60	2,019.20	2,019.20
Yearly	81,078.40	83,449.60	85,904.00	88,441.60	90,916.80	93,558.40	96,220.80	99,070.40	102,003.20	104,998.40	104,998.40
Merit											3,149.95
Yearly *											108,148.35

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	41.48	42.67	44.00	45.30	46.60	48.07	49.51	51.02	52.53	54.08	54.08
Weekly	1,659.20	1,706.80	1,760.00	1,812.00	1,864.00	1,922.80	1,980.40	2,040.80	2,101.20	2,163.20	2,163.20
Yearly	86,278.40	88,753.60	91,520.00	94,224.00	96,928.00	99,985.60	102,980.80	106,121.60	109,262.40	112,486.40	112,486.40
Merit											3,374.59
Yearly *											115,860.99

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	42.11	43.31	44.66	45.98	47.31	48.79	50.26	51.79	53.32	54.89	54.89
Weekly	1,684.40	1,732.40	1,786.40	1,839.20	1,892.40	1,951.60	2,010.40	2,071.60	2,132.80	2,195.60	2,195.60
Yearly	87,588.80	90,084.80	92,892.80	95,638.40	98,404.80	101,483.20	104,540.80	107,723.20	110,905.60	114,171.20	114,171.20
Merit											3,425.14
Yearly *											117,596.34

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	42.80	44.02	45.31	46.65	47.94	49.41	50.85	52.35	53.86	55.41	55.41
Weekly	1,712.00	1,760.80	1,812.40	1,866.00	1,917.60	1,976.40	2,034.00	2,094.00	2,154.40	2,216.40	2,216.40
Yearly	89,024.00	91,561.60	94,244.80	97,032.00	99,715.20	102,772.80	105,768.00	108,888.00	112,028.80	115,252.80	115,252.80
Merit											3,457.58
Yearly *											118,710.38

2025 Operating Budget Appendix A

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	43.44	44.68	45.99	47.35	48.66	50.15	51.62	53.14	54.67	56.24	56.24
Weekly	1,737.60	1,787.20	1,839.60	1,894.00	1,946.40	2,006.00	2,064.80	2,125.60	2,186.80	2,249.60	2,249.60
Yearly	90,355.20	92,934.40	95,659.20	98,488.00	101,212.80	104,312.00	107,369.60	110,531.20	113,713.60	116,979.20	116,979.20
Merit											3,509.38
Yearly *											120,488.58

Parking Supervisor (Rates in effect as of 2/4/2024)

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				

2025 Operating Budget Appendix A

IAFF Wage Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
12	21.76	22.29	22.88	23.44	24.02	24.64	25.23	25.88	26.52	27.15	27.86	28.57	29.28	29.99	30.76	31.53
Fire Alarm Operator	870.40	891.60	915.20	937.60	960.80	985.60	1,009.20	1,035.20	1,060.80	1,086.00	1,114.40	1,142.80	1,171.20	1,199.60	1,230.40	1,261.20
40 Hr.	45,260.80	46,363.20	47,590.40	48,755.20	49,961.60	51,251.20	52,478.40	53,830.40	55,161.60	56,472.00	57,948.80	59,425.60	60,902.40	62,379.20	63,980.80	65,582.40
13	22.88	23.44	24.02	24.64	25.23	25.88	26.52	27.15	27.86	28.57	29.28	29.99	30.76	31.53	32.33	33.14
Lead Fire Alarm Operator	915.20	937.60	960.80	985.60	1,009.20	1,035.20	1,060.80	1,086.00	1,114.40	1,142.80	1,171.20	1,199.60	1,230.40	1,261.20	1,293.20	1,325.60
40 Hr.	47,590.40	48,755.20	49,961.60	51,251.20	52,478.40	53,830.40	55,161.60	56,472.00	57,948.80	59,425.60	60,902.40	62,379.20	63,980.80	65,582.40	67,246.40	68,931.20
16	26.52	27.15	27.86	28.57	29.28	29.99	30.76	31.53	32.33	33.14	33.97	34.81	35.67	36.56	37.48	38.42
FATT	1,060.80	1,086.00	1,114.40	1,142.80	1,171.20	1,199.60	1,230.40	1,261.20	1,293.20	1,325.60	1,358.80	1,392.40	1,426.80	1,462.40	1,499.20	1,536.80
40 Hr.	55,161.60	56,472.00	57,948.80	59,425.60	60,902.40	62,379.20	63,980.80	65,582.40	67,246.40	68,931.20	70,657.60	72,404.80	74,193.60	76,044.80	77,958.40	79,913.60
15	25.23	25.88	26.52	27.15	27.86	28.57	29.28	29.99	30.76	31.53	32.33	33.14	33.97	34.81	35.67	36.56
FF	1,059.66	1,086.96	1,113.84	1,140.30	1,170.12	1,199.94	1,229.76	1,259.58	1,291.92	1,324.26	1,357.86	1,391.88	1,426.74	1,462.02	1,498.14	1,535.52
42 Hr	55,102.32	56,521.92	57,919.68	59,295.60	60,846.24	62,396.88	63,947.52	65,498.16	67,179.84	68,861.52	70,608.72	72,377.76	74,190.48	76,025.04	77,903.28	79,847.04
16	26.52	27.15	27.86	28.57	29.28	29.99	30.76	31.53	32.33	33.14	33.97	34.81	35.67	36.56	37.48	38.42
FF/A EMT	1,113.84	1,140.30	1,170.12	1,199.94	1,229.76	1,259.58	1,291.92	1,324.26	1,357.86	1,391.88	1,426.74	1,462.02	1,498.14	1,535.52	1,574.16	1,613.64
42 Hr.	57,919.68	59,295.60	60,846.24	62,396.88	63,947.52	65,498.16	67,179.84	68,861.52	70,608.72	72,377.76	74,190.48	76,025.04	77,903.28	79,847.04	81,856.32	83,909.28
17	27.86	28.57	29.28	29.99	30.76	31.53	32.33	33.14	33.97	34.81	35.67	36.56	37.48	38.42	39.37	40.36
FF/P	1,170.12	1,199.94	1,229.76	1,259.58	1,291.92	1,324.26	1,357.86	1,391.88	1,426.74	1,462.02	1,498.14	1,535.52	1,574.16	1,613.64	1,653.54	1,695.12
42 Hr.	60,846.24	62,396.88	63,947.52	65,498.16	67,179.84	68,861.52	70,608.72	72,377.76	74,190.48	76,025.04	77,903.28	79,847.04	81,856.32	83,909.28	85,984.08	88,146.24

2025 Operating Budget Appendix A

Non-Contractual Wage Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	12.44	12.76	13.09	13.40	13.75	14.07	14.42	14.81	15.18	15.52	15.93	16.31	16.72	17.15	17.59	18.02
	497.60	510.40	523.60	536.00	550.00	562.80	576.80	592.40	607.20	620.80	637.20	652.40	668.80	686.00	703.60	720.80
	25,875.20	26,540.80	27,227.20	27,872.00	28,600.00	29,265.60	29,993.60	30,804.80	31,574.40	32,281.60	33,134.40	33,924.80	34,777.60	35,672.00	36,587.20	37,481.60
2	13.09	13.40	13.75	14.07	14.42	14.81	15.18	15.52	15.93	16.31	16.72	17.15	17.59	18.02	18.49	18.92
	523.60	536.00	550.00	562.80	576.80	592.40	607.20	620.80	637.20	652.40	668.80	686.00	703.60	720.80	739.60	756.80
	27,227.20	27,872.00	28,600.00	29,265.60	29,993.60	30,804.80	31,574.40	32,281.60	33,134.40	33,924.80	34,777.60	35,672.00	36,587.20	37,481.60	38,459.20	39,353.60
3	13.75	14.07	14.42	14.81	15.18	15.52	15.93	16.31	16.72	17.15	17.59	18.02	18.49	18.92	19.40	19.86
	550.00	562.80	576.80	592.40	607.20	620.80	637.20	652.40	668.80	686.00	703.60	720.80	739.60	756.80	776.00	794.40
	28,600.00	29,265.60	29,993.60	30,804.80	31,574.40	32,281.60	33,134.40	33,924.80	34,777.60	35,672.00	36,587.20	37,481.60	38,459.20	39,353.60	40,352.00	41,308.80
4	14.42	14.81	15.18	15.52	15.93	16.31	16.72	17.15	17.59	18.02	18.49	18.92	19.40	19.86	20.37	20.89
	576.80	592.40	607.20	620.80	637.20	652.40	668.80	686.00	703.60	720.80	739.60	756.80	776.00	794.40	814.80	835.60
	29,993.60	30,804.80	31,574.40	32,281.60	33,134.40	33,924.80	34,777.60	35,672.00	36,587.20	37,481.60	38,459.20	39,353.60	40,352.00	41,308.80	42,369.60	43,451.20
5	15.18	15.52	15.93	16.31	16.72	17.15	17.59	18.02	18.49	18.92	19.40	19.86	20.37	20.89	21.42	21.92
	607.20	620.80	637.20	652.40	668.80	686.00	703.60	720.80	739.60	756.80	776.00	794.40	814.80	835.60	856.80	876.80
	31,574.40	32,281.60	33,134.40	33,924.80	34,777.60	35,672.00	36,587.20	37,481.60	38,459.20	39,353.60	40,352.00	41,308.80	42,369.60	43,451.20	44,553.60	45,593.60
6	15.93	16.31	16.72	17.15	17.59	18.02	18.49	18.92	19.40	19.86	20.37	20.89	21.42	21.92	22.52	23.08
	637.20	652.40	668.80	686.00	703.60	720.80	739.60	756.80	776.00	794.40	814.80	835.60	856.80	876.80	900.80	923.20
	33,134.40	33,924.80	34,777.60	35,672.00	36,587.20	37,481.60	38,459.20	39,353.60	40,352.00	41,308.80	42,369.60	43,451.20	44,553.60	45,593.60	46,841.60	48,006.40
7	16.72	17.15	17.59	18.02	18.49	18.92	19.40	19.86	20.37	20.89	21.42	21.92	22.52	23.08	23.67	24.24
	668.80	686.00	703.60	720.80	739.60	756.80	776.00	794.40	814.80	835.60	856.80	876.80	900.80	923.20	946.80	969.60
	34,777.60	35,672.00	36,587.20	37,481.60	38,459.20	39,353.60	40,352.00	41,308.80	42,369.60	43,451.20	44,553.60	45,593.60	46,841.60	48,006.40	49,233.60	50,419.20
8	17.59	18.02	18.49	18.92	19.40	19.86	20.37	20.89	21.42	21.92	22.52	23.08	23.67	24.24	24.84	25.45
	703.60	720.80	739.60	756.80	776.00	794.40	814.80	835.60	856.80	876.80	900.80	923.20	946.80	969.60	993.60	1,018.00
	36,587.20	37,481.60	38,459.20	39,353.60	40,352.00	41,308.80	42,369.60	43,451.20	44,553.60	45,593.60	46,841.60	48,006.40	49,233.60	50,419.20	51,667.20	52,936.00
9	18.49	18.92	19.40	19.86	20.37	20.89	21.42	21.92	22.52	23.08	23.67	24.24	24.84	25.45	26.10	26.75
	739.60	756.80	776.00	794.40	814.80	835.60	856.80	876.80	900.80	923.20	946.80	969.60	993.60	1,018.00	1,044.00	1,070.00
	38,459.20	39,353.60	40,352.00	41,308.80	42,369.60	43,451.20	44,553.60	45,593.60	46,841.60	48,006.40	49,233.60	50,419.20	51,667.20	52,936.00	54,288.00	55,640.00
10	19.40	19.86	20.37	20.89	21.42	21.92	22.52	23.08	23.67	24.24	24.84	25.45	26.10	26.75	27.40	28.11
	776.00	794.40	814.80	835.60	856.80	876.80	900.80	923.20	946.80	969.60	993.60	1,018.00	1,044.00	1,070.00	1,096.00	1,124.40
	40,352.00	41,308.80	42,369.60	43,451.20	44,553.60	45,593.60	46,841.60	48,006.40	49,233.60	50,419.20	51,667.20	52,936.00	54,288.00	55,640.00	56,992.00	58,468.80
11	20.37	20.89	21.42	21.92	22.52	23.08	23.67	24.24	24.84	25.45	26.10	26.75	27.40	28.11	28.78	29.52
	814.80	835.60	856.80	876.80	900.80	923.20	946.80	969.60	993.60	1,018.00	1,044.00	1,070.00	1,096.00	1,124.40	1,151.20	1,180.80
	42,369.60	43,451.20	44,553.60	45,593.60	46,841.60	48,006.40	49,233.60	50,419.20	51,667.20	52,936.00	54,288.00	55,640.00	56,992.00	58,468.80	59,862.40	61,401.60
12	21.42	21.92	22.52	23.08	23.67	24.24	24.84	25.45	26.10	26.75	27.40	28.11	28.78	29.52	30.26	31.01
	856.80	876.80	900.80	923.20	946.80	969.60	993.60	1,018.00	1,044.00	1,070.00	1,096.00	1,124.40	1,151.20	1,180.80	1,210.40	1,240.40
	44,553.60	45,593.60	46,841.60	48,006.40	49,233.60	50,419.20	51,667.20	52,936.00	54,288.00	55,640.00	56,992.00	58,468.80	59,862.40	61,401.60	62,940.80	64,500.80
13	22.52	23.08	23.67	24.24	24.84	25.45	26.10	26.75	27.40	28.11	28.78	29.52	30.26	31.01	31.82	32.61
	900.80	923.20	946.80	969.60	993.60	1,018.00	1,044.00	1,070.00	1,096.00	1,124.40	1,151.20	1,180.80	1,210.40	1,240.40	1,272.80	1,304.40
	46,841.60	48,006.40	49,233.60	50,419.20	51,667.20	52,936.00	54,288.00	55,640.00	56,992.00	58,468.80	59,862.40	61,401.60	62,940.80	64,500.80	66,185.60	67,828.80
14	23.67	24.24	24.84	25.45	26.10	26.75	27.40	28.11	28.78	29.52	30.26	31.01	31.82	32.61	33.38	34.23
	946.80	969.60	993.60	1,018.00	1,044.00	1,070.00	1,096.00	1,124.40	1,151.20	1,180.80	1,210.40	1,240.40	1,272.80	1,304.40	1,335.20	1,369.20
	49,233.60	50,419.20	51,667.20	52,936.00	54,288.00	55,640.00	56,992.00	58,468.80	59,862.40	61,401.60	62,940.80	64,500.80	66,185.60	67,828.80	69,430.40	71,198.40

2025 Operating Budget Appendix A

Non-Contractual Wage Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	24.84	25.45	26.10	26.75	27.40	28.11	28.78	29.52	30.26	31.01	31.82	32.61	33.38	34.23	35.08	35.96
	993.60	1,018.00	1,044.00	1,070.00	1,096.00	1,124.40	1,151.20	1,180.80	1,210.40	1,240.40	1,272.80	1,304.40	1,335.20	1,369.20	1,403.20	1,438.40
	51,667.20	52,936.00	54,288.00	55,640.00	56,992.00	58,468.80	59,862.40	61,401.60	62,940.80	64,500.80	66,185.60	67,828.80	69,430.40	71,198.40	72,966.40	74,796.80
16	26.10	26.75	27.40	28.11	28.78	29.52	30.26	31.01	31.82	32.61	33.38	34.23	35.08	35.96	36.87	37.80
	1,044.00	1,070.00	1,096.00	1,124.40	1,151.20	1,180.80	1,210.40	1,240.40	1,272.80	1,304.40	1,335.20	1,369.20	1,403.20	1,438.40	1,474.80	1,512.00
	54,288.00	55,640.00	56,992.00	58,468.80	59,862.40	61,401.60	62,940.80	64,500.80	66,185.60	67,828.80	69,430.40	71,198.40	72,966.40	74,796.80	76,689.60	78,624.00
17	27.40	28.11	28.78	29.52	30.26	31.01	31.82	32.61	33.38	34.23	35.08	35.96	36.87	37.80	38.75	39.73
	1,096.00	1,124.40	1,151.20	1,180.80	1,210.40	1,240.40	1,272.80	1,304.40	1,335.20	1,369.20	1,403.20	1,438.40	1,474.80	1,512.00	1,550.00	1,589.20
	56,992.00	58,468.80	59,862.40	61,401.60	62,940.80	64,500.80	66,185.60	67,828.80	69,430.40	71,198.40	72,966.40	74,796.80	76,689.60	78,624.00	80,600.00	82,638.40
18	28.78	29.52	30.26	31.01	31.82	32.61	33.38	34.23	35.08	35.96	36.87	37.80	38.75	39.73	40.72	41.75
	1,151.20	1,180.80	1,210.40	1,240.40	1,272.80	1,304.40	1,335.20	1,369.20	1,403.20	1,438.40	1,474.80	1,512.00	1,550.00	1,589.20	1,628.80	1,670.00
	59,862.40	61,401.60	62,940.80	64,500.80	66,185.60	67,828.80	69,430.40	71,198.40	72,966.40	74,796.80	76,689.60	78,624.00	80,600.00	82,638.40	84,697.60	86,840.00
19	30.26	31.01	31.82	32.61	33.38	34.23	35.08	35.96	36.87	37.80	38.75	39.73	40.72	41.75	42.78	43.84
	1,210.40	1,240.40	1,272.80	1,304.40	1,335.20	1,369.20	1,403.20	1,438.40	1,474.80	1,512.00	1,550.00	1,589.20	1,628.80	1,670.00	1,711.20	1,753.60
	62,940.80	64,500.80	66,185.60	67,828.80	69,430.40	71,198.40	72,966.40	74,796.80	76,689.60	78,624.00	80,600.00	82,638.40	84,697.60	86,840.00	88,982.40	91,187.20
20	31.82	32.61	33.38	34.23	35.08	35.96	36.87	37.80	38.75	39.73	40.72	41.75	42.78	43.84	44.92	46.06
	1,272.80	1,304.40	1,335.20	1,369.20	1,403.20	1,438.40	1,474.80	1,512.00	1,550.00	1,589.20	1,628.80	1,670.00	1,711.20	1,753.60	1,796.80	1,842.40
	66,185.60	67,828.80	69,430.40	71,198.40	72,966.40	74,796.80	76,689.60	78,624.00	80,600.00	82,638.40	84,697.60	86,840.00	88,982.40	91,187.20	93,433.60	95,804.80
21	35.08	35.96	36.87	37.80	38.75	39.73	40.72	41.75	42.78	43.84	44.92	46.06	47.22	48.37	49.59	50.84
	1,403.20	1,438.40	1,474.80	1,512.00	1,550.00	1,589.20	1,628.80	1,670.00	1,711.20	1,753.60	1,796.80	1,842.40	1,888.80	1,934.80	1,983.60	2,033.60
	72,966.40	74,796.80	76,689.60	78,624.00	80,600.00	82,638.40	84,697.60	86,840.00	88,982.40	91,187.20	93,433.60	95,804.80	98,217.60	100,609.60	103,147.20	105,747.20
22	38.75	39.73	40.72	41.75	42.78	43.84	44.92	46.06	47.22	48.37	49.59	50.84	52.12	53.41	54.74	56.12
	1,550.00	1,589.20	1,628.80	1,670.00	1,711.20	1,753.60	1,796.80	1,842.40	1,888.80	1,934.80	1,983.60	2,033.60	2,084.80	2,136.40	2,189.60	2,244.80
	80,600.00	82,638.40	84,697.60	86,840.00	88,982.40	91,187.20	93,433.60	95,804.80	98,217.60	100,609.60	103,147.20	105,747.20	108,409.60	111,092.80	113,859.20	116,729.60
23	42.78	43.84	44.92	46.06	47.22	48.37	49.59	50.84	52.12	53.41	54.74	56.12	57.53	58.96	60.46	61.94
	1,711.20	1,753.60	1,796.80	1,842.40	1,888.80	1,934.80	1,983.60	2,033.60	2,084.80	2,136.40	2,189.60	2,244.80	2,301.20	2,358.40	2,418.40	2,477.60
	88,982.40	91,187.20	93,433.60	95,804.80	98,217.60	100,609.60	103,147.20	105,747.20	108,409.60	111,092.80	113,859.20	116,729.60	119,662.40	122,636.80	125,756.80	128,835.20
24	47.22	48.37	49.59	50.84	52.12	53.41	54.74	56.12	57.53	58.96	60.46	61.94	63.48	65.06	66.70	-
	1,888.80	1,934.80	1,983.60	2,033.60	2,084.80	2,136.40	2,189.60	2,244.80	2,301.20	2,358.40	2,418.40	2,477.60	2,539.20	2,602.40	2,668.00	-
	98,217.60	100,609.60	103,147.20	105,747.20	108,409.60	111,092.80	113,859.20	116,729.60	119,662.40	122,636.80	125,756.80	128,835.20	132,038.40	135,324.80	138,736.00	-
25	52.12	53.41	54.74	56.12	57.53	58.96	60.46	61.94	63.48	65.06	66.70	68.36	70.08	71.83	-	-
	2,084.80	2,136.40	2,189.60	2,244.80	2,301.20	2,358.40	2,418.40	2,477.60	2,539.20	2,602.40	2,668.00	2,734.40	2,803.20	2,873.20	-	-
	108,409.60	111,092.80	113,859.20	116,729.60	119,662.40	122,636.80	125,756.80	128,835.20	132,038.40	135,324.80	138,736.00	142,188.80	145,766.40	149,406.40	-	-
26	57.53	58.96	60.46	61.94	63.48	65.06	66.70	68.36	70.08	71.83	73.61	75.47	77.34	-	-	-
	2,301.20	2,358.40	2,418.40	2,477.60	2,539.20	2,602.40	2,668.00	2,734.40	2,803.20	2,873.20	2,944.40	3,018.80	3,093.60	-	-	-
	119,662.40	122,636.80	125,756.80	128,835.20	132,038.40	135,324.80	138,736.00	142,188.80	145,766.40	149,406.40	153,108.80	156,977.60	160,867.20	-	-	-
27	63.48	65.06	66.70	68.36	70.08	71.83	73.61	75.47	77.34	79.27	81.27	83.30	-	-	-	-
	2,539.20	2,602.40	2,668.00	2,734.40	2,803.20	2,873.20	2,944.40	3,018.80	3,093.60	3,170.80	3,250.80	3,332.00	-	-	-	-
	132,038.40	135,324.80	138,736.00	142,188.80	145,766.40	149,406.40	153,108.80	156,977.60	160,867.20	164,881.60	169,041.60	173,264.00	-	-	-	-

2025 Operating Budget Appendix A

UAW Wage Schedule

37.5 hrs	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	12.43	12.72	13.04	13.35	13.72	14.03	14.38	14.77	15.12	15.48	15.90	16.28	16.69	17.09	17.50	17.97
	466.13	477.00	489.00	500.63	514.50	526.13	539.25	553.88	567.00	580.50	596.25	610.50	625.88	640.88	656.25	673.88
	24,238.76	24,804.00	25,428.00	26,032.76	26,754.00	27,358.76	28,041.00	28,801.76	29,484.00	30,186.00	31,005.00	31,746.00	32,545.76	33,325.76	34,125.00	35,041.76
2	13.04	13.35	13.72	14.03	14.38	14.77	15.12	15.48	15.90	16.28	16.69	17.09	17.50	17.97	18.44	18.89
	489.00	500.63	514.50	526.13	539.25	553.88	567.00	580.50	596.25	610.50	625.88	640.88	656.25	673.88	691.50	708.38
	25,428.00	26,032.76	26,754.00	27,358.76	28,041.00	28,801.76	29,484.00	30,186.00	31,005.00	31,746.00	32,545.76	33,325.76	34,125.00	35,041.76	35,958.00	36,835.76
3	13.72	14.03	14.38	14.77	15.12	15.48	15.90	16.28	16.69	17.09	17.50	17.97	18.44	18.89	19.38	19.82
	514.50	526.13	539.25	553.88	567.00	580.50	596.25	610.50	625.88	640.88	656.25	673.88	691.50	708.38	726.75	743.25
	26,754.00	27,358.76	28,041.00	28,801.76	29,484.00	30,186.00	31,005.00	31,746.00	32,545.76	33,325.76	34,125.00	35,041.76	35,958.00	36,835.76	37,791.00	38,649.00
4	14.38	14.77	15.12	15.48	15.90	16.28	16.69	17.09	17.50	17.97	18.44	18.89	19.38	19.82	20.33	20.86
	539.25	553.88	567.00	580.50	596.25	610.50	625.88	640.88	656.25	673.88	691.50	708.38	726.75	743.25	762.38	782.25
	28,041.00	28,801.76	29,484.00	30,186.00	31,005.00	31,746.00	32,545.76	33,325.76	34,125.00	35,041.76	35,958.00	36,835.76	37,791.00	38,649.00	39,643.76	40,677.00
5	15.12	15.48	15.90	16.28	16.69	17.09	17.50	17.97	18.44	18.89	19.38	19.82	20.33	20.86	21.39	21.89
	567.00	580.50	596.25	610.50	625.88	640.88	656.25	673.88	691.50	708.38	726.75	743.25	762.38	782.25	802.13	820.88
	29,484.00	30,186.00	31,005.00	31,746.00	32,545.76	33,325.76	34,125.00	35,041.76	35,958.00	36,835.76	37,791.00	38,649.00	39,643.76	40,677.00	41,710.76	42,685.76
6	15.90	16.28	16.69	17.09	17.50	17.97	18.44	18.89	19.38	19.82	20.33	20.86	21.39	21.89	22.44	22.98
	596.25	610.50	625.88	640.88	656.25	673.88	691.50	708.38	726.75	743.25	762.38	782.25	802.13	820.88	841.50	861.75
	31,005.00	31,746.00	32,545.76	33,325.76	34,125.00	35,041.76	35,958.00	36,835.76	37,791.00	38,649.00	39,643.76	40,677.00	41,710.76	42,685.76	43,758.00	44,811.00
7	16.69	17.09	17.50	17.97	18.44	18.89	19.38	19.82	20.33	20.86	21.39	21.89	22.44	22.98	23.58	24.17
	625.88	640.88	656.25	673.88	691.50	708.38	726.75	743.25	762.38	782.25	802.13	820.88	841.50	861.75	884.25	906.38
	32,545.76	33,325.76	34,125.00	35,041.76	35,958.00	36,835.76	37,791.00	38,649.00	39,643.76	40,677.00	41,710.76	42,685.76	43,758.00	44,811.00	45,981.00	47,131.76
8	17.50	17.97	18.44	18.89	19.38	19.82	20.33	20.86	21.39	21.89	22.44	22.98	23.58	24.17	24.76	25.37
	656.25	673.88	691.50	708.38	726.75	743.25	762.38	782.25	802.13	820.88	841.50	861.75	884.25	906.38	928.50	951.38
	34,125.00	35,041.76	35,958.00	36,835.76	37,791.00	38,649.00	39,643.76	40,677.00	41,710.76	42,685.76	43,758.00	44,811.00	45,981.00	47,131.76	48,282.00	49,471.76
9	18.44	18.89	19.38	19.82	20.33	20.86	21.39	21.89	22.44	22.98	23.58	24.17	24.76	25.37	26.04	26.70
	691.50	708.38	726.75	743.25	762.38	782.25	802.13	820.88	841.50	861.75	884.25	906.38	928.50	951.38	976.50	1,001.25
	35,958.00	36,835.76	37,791.00	38,649.00	39,643.76	40,677.00	41,710.76	42,685.76	43,758.00	44,811.00	45,981.00	47,131.76	48,282.00	49,471.76	50,778.00	52,065.00
10	19.38	19.82	20.33	20.86	21.39	21.89	22.44	22.98	23.58	24.17	24.76	25.37	26.04	26.70	27.34	28.01
	726.75	743.25	762.38	782.25	802.13	820.88	841.50	861.75	884.25	906.38	928.50	951.38	976.50	1,001.25	1,025.25	1,050.38
	37,791.00	38,649.00	39,643.76	40,677.00	41,710.76	42,685.76	43,758.00	44,811.00	45,981.00	47,131.76	48,282.00	49,471.76	50,778.00	52,065.00	53,313.00	54,619.76
11	20.33	20.86	21.39	21.89	22.44	22.98	23.58	24.17	24.76	25.37	26.04	26.70	27.34	28.01	28.75	29.45
	762.38	782.25	802.13	820.88	841.50	861.75	884.25	906.38	928.50	951.38	976.50	1,001.25	1,025.25	1,050.38	1,078.13	1,104.38
	39,643.76	40,677.00	41,710.76	42,685.76	43,758.00	44,811.00	45,981.00	47,131.76	48,282.00	49,471.76	50,778.00	52,065.00	53,313.00	54,619.76	56,062.76	57,427.76
12	21.39	21.89	22.44	22.98	23.58	24.17	24.76	25.37	26.04	26.70	27.34	28.01	28.75	29.45	30.19	30.92
	802.13	820.88	841.50	861.75	884.25	906.38	928.50	951.38	976.50	1,001.25	1,025.25	1,050.38	1,078.13	1,104.38	1,132.13	1,159.50
	41,710.76	42,685.76	43,758.00	44,811.00	45,981.00	47,131.76	48,282.00	49,471.76	50,778.00	52,065.00	53,313.00	54,619.76	56,062.76	57,427.76	58,870.76	60,294.00
13	22.44	22.98	23.58	24.17	24.76	25.37	26.04	26.70	27.34	28.01	28.75	29.45	30.19	30.92	31.73	32.50
	841.50	861.75	884.25	906.38	928.50	951.38	976.50	1,001.25	1,025.25	1,050.38	1,078.13	1,104.38	1,132.13	1,159.50	1,189.88	1,218.75
	43,758.00	44,811.00	45,981.00	47,131.76	48,282.00	49,471.76	50,778.00	52,065.00	53,313.00	54,619.76	56,062.76	57,427.76	58,870.76	60,294.00	61,873.76	63,375.00
14	23.58	24.17	24.76	25.37	26.04	26.70	27.34	28.01	28.75	29.45	30.19	30.92	31.73	32.50	33.30	34.15
	884.25	906.38	928.50	951.38	976.50	1,001.25	1,025.25	1,050.38	1,078.13	1,104.38	1,132.13	1,159.50	1,189.88	1,218.75	1,248.75	1,280.63
	45,981.00	47,131.76	48,282.00	49,471.76	50,778.00	52,065.00	53,313.00	54,619.76	56,062.76	57,427.76	58,870.76	60,294.00	61,873.76	63,375.00	64,935.00	66,592.76

2025 Operating Budget Appendix A

UAW Wage Schedule

37.5 hrs	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	24.76	25.37	26.04	26.70	27.34	28.01	28.75	29.45	30.19	30.92	31.73	32.50	33.30	34.15	35.00	35.87
	928.50	951.38	976.50	1,001.25	1,025.25	1,050.38	1,078.13	1,104.38	1,132.13	1,159.50	1,189.88	1,218.75	1,248.75	1,280.63	1,312.50	1,345.13
	48,282.00	49,471.76	50,778.00	52,065.00	53,313.00	54,619.76	56,062.76	57,427.76	58,870.76	60,294.00	61,873.76	63,375.00	64,935.00	66,592.76	68,250.00	69,946.76
16	26.04	26.70	27.34	28.01	28.75	29.45	30.19	30.92	31.73	32.50	33.30	34.15	35.00	35.87	36.78	37.70
	976.50	1,001.25	1,025.25	1,050.38	1,078.13	1,104.38	1,132.13	1,159.50	1,189.88	1,218.75	1,248.75	1,280.63	1,312.50	1,345.13	1,379.25	1,413.75
	50,778.00	52,065.00	53,313.00	54,619.76	56,062.76	57,427.76	58,870.76	60,294.00	61,873.76	63,375.00	64,935.00	66,592.76	68,250.00	69,946.76	71,721.00	73,515.00
17	27.34	28.01	28.75	29.45	30.19	30.92	31.73	32.50	33.30	34.15	35.00	35.87	36.78	37.70	38.64	39.60
	1,025.25	1,050.38	1,078.13	1,104.38	1,132.13	1,159.50	1,189.88	1,218.75	1,248.75	1,280.63	1,312.50	1,345.13	1,379.25	1,413.75	1,449.00	1,485.00
	53,313.00	54,619.76	56,062.76	57,427.76	58,870.76	60,294.00	61,873.76	63,375.00	64,935.00	66,592.76	68,250.00	69,946.76	71,721.00	73,515.00	75,348.00	77,220.00
18	28.75	29.45	30.19	30.92	31.73	32.50	33.30	34.15	35.00	35.87	36.78	37.70	38.64	39.60	40.59	41.61
	1,078.13	1,104.38	1,132.13	1,159.50	1,189.88	1,218.75	1,248.75	1,280.63	1,312.50	1,345.13	1,379.25	1,413.75	1,449.00	1,485.00	1,522.13	1,560.38
	56,062.76	57,427.76	58,870.76	60,294.00	61,873.76	63,375.00	64,935.00	66,592.76	68,250.00	69,946.76	71,721.00	73,515.00	75,348.00	77,220.00	79,150.76	81,139.76
19	30.19	30.92	31.73	32.50	33.30	34.15	35.00	35.87	36.78	37.70	38.64	39.60	40.59	41.61	42.67	43.70
	1,132.13	1,159.50	1,189.88	1,218.75	1,248.75	1,280.63	1,312.50	1,345.13	1,379.25	1,413.75	1,449.00	1,485.00	1,522.13	1,560.38	1,600.13	1,638.75
	58,870.76	60,294.00	61,873.76	63,375.00	64,935.00	66,592.76	68,250.00	69,946.76	71,721.00	73,515.00	75,348.00	77,220.00	79,150.76	81,139.76	83,206.76	85,215.00

2025 Operating Budget Appendix A

UAW Wage Schedule

40 hrs	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	12.43	12.72	13.04	13.35	13.72	14.03	14.38	14.77	15.12	15.48	15.90	16.28	16.69	17.09	17.50	17.97
	497.20	508.80	521.60	534.00	548.80	561.20	575.20	590.80	604.80	619.20	636.00	651.20	667.60	683.60	700.00	718.80
	25,854.40	26,457.60	27,123.20	27,768.00	28,537.60	29,182.40	29,910.40	30,721.60	31,449.60	32,198.40	33,072.00	33,862.40	34,715.20	35,547.20	36,400.00	37,377.60
2	13.04	13.35	13.72	14.03	14.38	14.77	15.12	15.48	15.90	16.28	16.69	17.09	17.50	17.97	18.44	18.89
	521.60	534.00	548.80	561.20	575.20	590.80	604.80	619.20	636.00	651.20	667.60	683.60	700.00	718.80	737.60	755.60
	27,123.20	27,768.00	28,537.60	29,182.40	29,910.40	30,721.60	31,449.60	32,198.40	33,072.00	33,862.40	34,715.20	35,547.20	36,400.00	37,377.60	38,355.20	39,291.20
3	13.72	14.03	14.38	14.77	15.12	15.48	15.90	16.28	16.69	17.09	17.50	17.97	18.44	18.89	19.38	19.82
	548.80	561.20	575.20	590.80	604.80	619.20	636.00	651.20	667.60	683.60	700.00	718.80	737.60	755.60	775.20	792.80
	28,537.60	29,182.40	29,910.40	30,721.60	31,449.60	32,198.40	33,072.00	33,862.40	34,715.20	35,547.20	36,400.00	37,377.60	38,355.20	39,291.20	40,310.40	41,225.60
4	14.38	14.77	15.12	15.48	15.90	16.28	16.69	17.09	17.50	17.97	18.44	18.89	19.38	19.82	20.33	20.86
	575.20	590.80	604.80	619.20	636.00	651.20	667.60	683.60	700.00	718.80	737.60	755.60	775.20	792.80	813.20	834.40
	29,910.40	30,721.60	31,449.60	32,198.40	33,072.00	33,862.40	34,715.20	35,547.20	36,400.00	37,377.60	38,355.20	39,291.20	40,310.40	41,225.60	42,286.40	43,388.80
5	15.12	15.48	15.90	16.28	16.69	17.09	17.50	17.97	18.44	18.89	19.38	19.82	20.33	20.86	21.39	21.89
	604.80	619.20	636.00	651.20	667.60	683.60	700.00	718.80	737.60	755.60	775.20	792.80	813.20	834.40	855.60	875.60
	31,449.60	32,198.40	33,072.00	33,862.40	34,715.20	35,547.20	36,400.00	37,377.60	38,355.20	39,291.20	40,310.40	41,225.60	42,286.40	43,388.80	44,491.20	45,531.20
6	15.90	16.28	16.69	17.09	17.50	17.97	18.44	18.89	19.38	19.82	20.33	20.86	21.39	21.89	22.44	22.98
	636.00	651.20	667.60	683.60	700.00	718.80	737.60	755.60	775.20	792.80	813.20	834.40	855.60	875.60	897.60	919.20
	33,072.00	33,862.40	34,715.20	35,547.20	36,400.00	37,377.60	38,355.20	39,291.20	40,310.40	41,225.60	42,286.40	43,388.80	44,491.20	45,531.20	46,675.20	47,798.40
7	16.69	17.09	17.50	17.97	18.44	18.89	19.38	19.82	20.33	20.86	21.39	21.89	22.44	22.98	23.58	24.17
	667.60	683.60	700.00	718.80	737.60	755.60	775.20	792.80	813.20	834.40	855.60	875.60	897.60	919.20	943.20	966.80
	34,715.20	35,547.20	36,400.00	37,377.60	38,355.20	39,291.20	40,310.40	41,225.60	42,286.40	43,388.80	44,491.20	45,531.20	46,675.20	47,798.40	49,046.40	50,273.60
8	17.50	17.97	18.44	18.89	19.38	19.82	20.33	20.86	21.39	21.89	22.44	22.98	23.58	24.17	24.76	25.37
	700.00	718.80	737.60	755.60	775.20	792.80	813.20	834.40	855.60	875.60	897.60	919.20	943.20	966.80	990.40	1,014.80
	36,400.00	37,377.60	38,355.20	39,291.20	40,310.40	41,225.60	42,286.40	43,388.80	44,491.20	45,531.20	46,675.20	47,798.40	49,046.40	50,273.60	51,500.80	52,769.60
9	18.44	18.89	19.38	19.82	20.33	20.86	21.39	21.89	22.44	22.98	23.58	24.17	24.76	25.37	26.04	26.70
	737.60	755.60	775.20	792.80	813.20	834.40	855.60	875.60	897.60	919.20	943.20	966.80	990.40	1,014.80	1,041.60	1,068.00
	38,355.20	39,291.20	40,310.40	41,225.60	42,286.40	43,388.80	44,491.20	45,531.20	46,675.20	47,798.40	49,046.40	50,273.60	51,500.80	52,769.60	54,163.20	55,536.00
10	19.38	19.82	20.33	20.86	21.39	21.89	22.44	22.98	23.58	24.17	24.76	25.37	26.04	26.70	27.34	28.01
	775.20	792.80	813.20	834.40	855.60	875.60	897.60	919.20	943.20	966.80	990.40	1,014.80	1,041.60	1,068.00	1,093.60	1,120.40
	40,310.40	41,225.60	42,286.40	43,388.80	44,491.20	45,531.20	46,675.20	47,798.40	49,046.40	50,273.60	51,500.80	52,769.60	54,163.20	55,536.00	56,867.20	58,260.80
11	20.33	20.86	21.39	21.89	22.44	22.98	23.58	24.17	24.76	25.37	26.04	26.70	27.34	28.01	28.75	29.45
	813.20	834.40	855.60	875.60	897.60	919.20	943.20	966.80	990.40	1,014.80	1,041.60	1,068.00	1,093.60	1,120.40	1,150.00	1,178.00
	42,286.40	43,388.80	44,491.20	45,531.20	46,675.20	47,798.40	49,046.40	50,273.60	51,500.80	52,769.60	54,163.20	55,536.00	56,867.20	58,260.80	59,800.00	61,256.00
12	21.39	21.89	22.44	22.98	23.58	24.17	24.76	25.37	26.04	26.70	27.34	28.01	28.75	29.45	30.19	30.92
	855.60	875.60	897.60	919.20	943.20	966.80	990.40	1,014.80	1,041.60	1,068.00	1,093.60	1,120.40	1,150.00	1,178.00	1,207.60	1,236.80
	44,491.20	45,531.20	46,675.20	47,798.40	49,046.40	50,273.60	51,500.80	52,769.60	54,163.20	55,536.00	56,867.20	58,260.80	59,800.00	61,256.00	62,795.20	64,313.60
13	22.44	22.98	23.58	24.17	24.76	25.37	26.04	26.70	27.34	28.01	28.75	29.45	30.19	30.92	31.73	32.50
	897.60	919.20	943.20	966.80	990.40	1,014.80	1,041.60	1,068.00	1,093.60	1,120.40	1,150.00	1,178.00	1,207.60	1,236.80	1,269.20	1,300.00
	46,675.20	47,798.40	49,046.40	50,273.60	51,500.80	52,769.60	54,163.20	55,536.00	56,867.20	58,260.80	59,800.00	61,256.00	62,795.20	64,313.60	65,998.40	67,600.00
14	23.58	24.17	24.76	25.37	26.04	26.70	27.34	28.01	28.75	29.45	30.19	30.92	31.73	32.50	33.30	34.15
	943.20	966.80	990.40	1,014.80	1,041.60	1,068.00	1,093.60	1,120.40	1,150.00	1,178.00	1,207.60	1,236.80	1,269.20	1,300.00	1,332.00	1,366.00
	49,046.40	50,273.60	51,500.80	52,769.60	54,163.20	55,536.00	56,867.20	58,260.80	59,800.00	61,256.00	62,795.20	64,313.60	65,998.40	67,600.00	69,264.00	71,032.00

2025 Operating Budget Appendix A

UAW Wage Schedule

40 hrs	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	24.76	25.37	26.04	26.70	27.34	28.01	28.75	29.45	30.19	30.92	31.73	32.50	33.30	34.15	35.00	35.87
	990.40	1,014.80	1,041.60	1,068.00	1,093.60	1,120.40	1,150.00	1,178.00	1,207.60	1,236.80	1,269.20	1,300.00	1,332.00	1,366.00	1,400.00	1,434.80
	51,500.80	52,769.60	54,163.20	55,536.00	56,867.20	58,260.80	59,800.00	61,256.00	62,795.20	64,313.60	65,998.40	67,600.00	69,264.00	71,032.00	72,800.00	74,609.60
16	26.04	26.70	27.34	28.01	28.75	29.45	30.19	30.92	31.73	32.50	33.30	34.15	35.00	35.87	36.78	37.70
	1,041.60	1,068.00	1,093.60	1,120.40	1,150.00	1,178.00	1,207.60	1,236.80	1,269.20	1,300.00	1,332.00	1,366.00	1,400.00	1,434.80	1,471.20	1,508.00
	54,163.20	55,536.00	56,867.20	58,260.80	59,800.00	61,256.00	62,795.20	64,313.60	65,998.40	67,600.00	69,264.00	71,032.00	72,800.00	74,609.60	76,502.40	78,416.00
17	27.34	28.01	28.75	29.45	30.19	30.92	31.73	32.50	33.30	34.15	35.00	35.87	36.78	37.70	38.64	39.60
	1,093.60	1,120.40	1,150.00	1,178.00	1,207.60	1,236.80	1,269.20	1,300.00	1,332.00	1,366.00	1,400.00	1,434.80	1,471.20	1,508.00	1,545.60	1,584.00
	56,867.20	58,260.80	59,800.00	61,256.00	62,795.20	64,313.60	65,998.40	67,600.00	69,264.00	71,032.00	72,800.00	74,609.60	76,502.40	78,416.00	80,371.20	82,368.00
18	28.75	29.45	30.19	30.92	31.73	32.50	33.30	34.15	35.00	35.87	36.78	37.70	38.64	39.60	40.59	41.61
	1,150.00	1,178.00	1,207.60	1,236.80	1,269.20	1,300.00	1,332.00	1,366.00	1,400.00	1,434.80	1,471.20	1,508.00	1,545.60	1,584.00	1,623.60	1,664.40
	59,800.00	61,256.00	62,795.20	64,313.60	65,998.40	67,600.00	69,264.00	71,032.00	72,800.00	74,609.60	76,502.40	78,416.00	80,371.20	82,368.00	84,427.20	86,548.80
19	30.19	30.92	31.73	32.50	33.30	34.15	35.00	35.87	36.78	37.70	38.64	39.60	40.59	41.61	42.67	43.70
	1,207.60	1,236.80	1,269.20	1,300.00	1,332.00	1,366.00	1,400.00	1,434.80	1,471.20	1,508.00	1,545.60	1,584.00	1,623.60	1,664.40	1,706.80	1,748.00
	62,795.20	64,313.60	65,998.40	67,600.00	69,264.00	71,032.00	72,800.00	74,609.60	76,502.40	78,416.00	80,371.20	82,368.00	84,427.20	86,548.80	88,753.60	90,896.00

Appendix B

<u>Program Change Requests</u>		Dept. Request	Adopted
<u>General Fund</u>			
Assessing			
38	Licenses	\$580	\$580
39	NH Higher Learning PILOT (Lot 86)	(\$3,005)	(\$3,005)
40	Training	\$1,000	\$1,000
41	NH Higher Learning PILOT (Lot 84)	(\$68,920)	(\$68,920)
42	NH Higher Learning PILOT (Lot 82)	(\$2,874)	(\$2,874)
43	Pictometry Subscription	\$500	\$500
Assessing Department Total		(\$72,719)	(\$72,719)
City Clerk			
25	Electronic Ballot Counting Devices-Voting Machines	\$88,000	\$0
26	Data Destruction	\$2,500	\$2,500
City Clerk Department Total		\$90,500	\$2,500
City Manager			
86	Systemic Equity Infrastructure	\$43,800	\$43,800
City Manager Department Total		\$43,800	\$43,800
Community Development			
96	Code - Permit Tech Upgrade	\$2,823	\$2,823
97	Code - Laptop for Fiscal Supervisor	\$2,000	\$0
98	Code - Purchase 10 iPads	\$3,600	\$0
99	Code - Professional Development	\$4,000	\$4,000
100	Code - Noise Consultant	\$8,000	\$0
101	Code - Outdoor Sidewalk Dining	(\$15,000)	(\$15,000)
102	Eliminate Permitting Systems Coordinator	(\$123,639)	(\$123,639)
103	Planning - Professional Development	\$2,850	\$2,850
104	Planning - Adobe Software Licenses	\$1,040	\$1,040
105	Code - Application Fee for Health & Licensing	(\$15,000)	(\$15,000)
106	Engineering - Computer	\$2,460	\$2,460
107	Engineering - Truck for New Inspector Position	\$61,200	\$0
108	Engineering - Magnetic Manhole Cover Lifter	\$2,200	\$1,100
109	Engineering - Civil Engineer/Project Manager	\$134,918	\$134,918
110	Engineering - Replacement Office Furniture	\$42,500	\$0
111	Engineering - Aerial Imagery	\$8,500	\$8,500
Community Development Department Total		\$122,452	\$4,052
Finance			
115	Grants for Events	\$150,000	\$0
117	GFOA Membership	\$305	\$305

Appendix B

<u>Program Change Requests</u>		Dept. Request	Adopted
120	Health Insurance Opt-out Increase	\$44,000	\$44,000
121	NEOGOV for HR	\$1,900	\$1,900
137	Technology Reserve Transfer Out	\$52,500	\$52,500
139	Management & Budget Analyst LG Increase	\$5,935	\$5,935
Finance Department Total		\$254,640	\$104,640
Fire			
90	Sprinkler System Repairs - Administration	\$9,087	\$9,087
91	Sprinkler System Repairs - Heights Station	\$1,314	\$1,314
94	Re-establish Ops Professional Development Tuition	\$2,500	\$0
95	Replace Fire / Rescue Mannequin	\$4,350	\$0
99	AES Radio Receiver Service Contract	\$3,500	\$3,500
100	Micro Key Solutions Licensing & Maintenance	\$2,800	\$2,800
109	Recruitment	\$2,500	\$0
110	Radio Box Installation - Manor, Broadway, Heights	\$3,882	\$3,882
111	Increase SCBA Compressor Service	\$3,200	\$3,200
112	Increase SCBA Posi-Check Calibration	\$225	\$225
113	Increase SCBA Quantifit Calibration	\$1,057	\$1,057
115	Hiring / Promotional Interview Overtime	\$2,500	\$0
116	Increase Technical Rescue Departmental Supplies	\$500	\$500
119	Increase Boat Professional Services	\$500	\$500
122	Off Duty Swift Water Training Overtime	\$11,250	\$0
128	Increase Small Tools Program	\$1,000	\$1,000
129	Increase Central Repairs & Maintenance	\$1,200	\$1,200
132	Increase Central Departmental Supplies	\$250	\$250
133	Increase Central Building Supplies	\$500	\$500
136	Increase Extinguisher Program	\$500	\$500
138	Increase Heights Repairs & Maintenance	\$1,200	\$1,200
141	Increase Heights Departmental Supplies	\$250	\$250
142	Increase Heights Building Supplies	\$450	\$450
144	Replace Carpet - Heights	\$1,000	\$1,000
146	Increase Prevention Office Supplies	\$375	\$375
148	New Position - Assistant Fire Marshal	\$112,005	\$0
149	Mini-Split HVAC Service - Broadway	\$1,425	\$1,425
150	Increase Broadway Repairs & Maintenance	\$1,200	\$1,200
151	Increase Broadway Professional Services	\$200	\$200
153	Increase Broadway Departmental Supplies	\$250	\$250
155	Increase Forestry Tools	\$500	\$500
156	Grant Writing Training - Administration	\$1,500	\$0
157	Automatic External Defib - Communications Center	\$1,280	\$1,280
158	New Position -Communications Lieutenant	\$112,005	\$0

Appendix B

<u>Program Change Requests</u>		Dept. Request	Adopted
161	Sprinkler System Repairs - Manor	\$1,350	\$1,350
170	Nitronox Unit Purchase	\$7,500	\$7,500
171	Cyanokits Purchase	\$1,750	\$1,750
173	Increase Paramedic Refresher Program	\$1,200	\$1,200
174	Increase EMS Departmental Supplies	\$2,600	\$2,600
175	Keysecure	\$49,500	\$0
176	Establish Funding Peer Support Group	\$2,000	\$2,000
179	Off Duty Officer Meetings	\$3,600	\$0
182	Operations Professional Development Training OT	\$35,000	\$10,000
183	Pressure Vessel Replacement - Manor	\$3,500	\$3,500
185	HVAC Preventative Maintenance & Cleaning Central	\$5,200	\$5,200
186	Mandatory Department Committees	\$4,900	\$4,900
187	Outside Traffic Vendor	\$20,000	\$10,000
188	Full Off Duty EMS Recertification	\$35,050	\$10,000
189	Increase Manor Repairs and Maintenance	\$1,000	\$1,000
191	Increase Manor Building Supplies	\$1,000	\$1,000
192	Reclassification of Fire Marshal	\$6,277	\$6,277
195	Increase Other Revenue	(\$110,000)	(\$110,000)
196	Increase Overtime	\$110,000	\$110,000
197	Consolidated Fiber - Dispatch Center	\$25,410	\$25,410
Fire Department Total		\$493,092	\$131,332
General Services			
206	Administration - P&R Pit Rehabilitation	\$77,145	\$0
207	Highways - Laborer/Truckdriver Position-Tree Crew	\$84,840	\$0
208	Highways - Arborist Technician Position	\$97,275	\$0
209	Properties - Labor Grade Upgrade - Properties Supervisor	\$12,100	\$12,100
211	Properties - AL-BMC Training	\$5,000	\$5,000
213	Properties - Pogo Lift	\$13,000	\$0
214	Properties - Pool Chem. ORP Probes	\$1,200	\$1,200
215	Properties - Card Access Maintenance	\$1,500	\$1,500
216	Properties - GSP MC EDG	\$1,500	\$1,500
217	Properties - Cell Phone Stipend	\$600	\$600
219	Properties - Radio Boxes	\$15,750	\$15,750
220	Highways - Laborer/Truckdriver Positions-Sign Crew	\$169,680	\$0
221	Highways - Contracted Crane Service-Tree Removal	\$20,000	\$0
222	Fleet - Increase CDL Driver Training Funding	\$35,000	\$0
223	Fleet - Software and Hardware Cost Increases	\$12,000	\$12,000
224	Fleet - Increase Office Supplies Funding	\$500	\$500
225	Fleet - Increase Uniforms Funding	\$8,000	\$8,000
226	Fleet - Repairs and Maintenance Increased Costs	\$35,000	\$17,500

Appendix B

<u>Program Change Requests</u>		Dept. Request	Adopted
229	Properties - Backflow Preventer Repair Parts	\$4,000	\$4,000
251	Properties - PCC Contracted Cleaning	\$22,500	\$22,500
252	Administration - Winter Operations Stipend	\$400,000	\$0
253	Highways - Guardrail Replacement - North Spring	\$27,500	\$0
254	Highways - Tuition Reimbursement - Tree Main.Tech.	\$1,980	\$1,980
255	Administration - Employee Recognition Awards	\$0	\$0
260	Highways - Reorganization	(\$4,704)	(\$4,704)
General Services Department Total		\$1,041,366	\$99,426
Human Resources			
31	Human Resources Coordinator	\$87,300	\$0
32	Language Bank	\$3,180	\$3,180
33	Laptop Set up for new hire/Phone Set up for new hi	\$1,500	\$0
37	Professional HR Recertification-Ben Admin	\$269	\$269
38	Mailings for Benefits and Retirees	\$584	\$584
39	Retention Bonus for Non-Police Employees	\$310,500	\$0
40	Certification Bonus/ Extra Step -Retention Comm.	\$83,000	\$0
41	Earned Leave Bonus Overtime	\$203,780	\$0
42	Recognition Budget Increase	\$10,000	\$10,000
Human Resources Department Total		\$700,113	\$14,033
Human Services			
8	Welfare Software	\$14,000	\$14,000
9	Internet Services	\$1,200	\$1,200
10	Special Program - Rent	\$135,000	\$0
11	Administrative Specialist Position Part-time to Full-Time Increase	\$46,657	\$46,657
Human Services Department Total		\$196,857	\$61,857
Information Technology			
41	Security Systems Software Assurance	\$15,850	\$15,850
42	New Phone System Upgrades	\$12,400	\$12,400
43	Email Archiving System for Police Department	\$4,500	\$4,500
44	IT Security Awareness Training	\$9,000	\$9,000
Information Technology Department Total		\$41,750	\$41,750
Legal			
17	New Case Management Software Maintenance	(\$2,423)	(\$2,423)
Legal Department Total		(\$2,423)	(\$2,423)
Library			
17	Penacook Library Staffing	\$89,050	\$89,050
18	Penacook Library Condominium Management	\$9,622	\$9,622

Appendix B

<u>Program Change Requests</u>		Dept. Request	Adopted
Library Department Total		\$98,672	\$98,672
Parks & Recreation			
62	Penacook Library/Activity Room	\$64,705	\$64,705
63	Over Time Reduction	(\$15,000)	(\$15,000)
64	Chimney Inspection and Repairs	\$9,000	\$9,000
65	Panic Button Upgrade	\$3,500	\$3,500
66	Five Year Inspection Sprinkler System	\$4,000	\$4,000
67	New Laptop	\$2,100	\$2,100
68	Dumpster for Blossom Hill	\$5,000	\$0
69	Staff Training	\$6,405	\$3,000
70	Photoshop Software	\$500	\$500
72	Position Upgrade	\$4,000	\$0
73	Placer Software	\$15,000	\$0
74	Repairs & Maintenance	\$5,000	\$0
75	Parks Crew Leader	\$85,250	\$0
Parks & Recreation Department Total		\$189,460	\$71,805
Police			
134	Police Officer Retention	\$400,000	\$0
135	Less Lethal Munitions	\$1,500	\$1,500
136	Training Overtime	\$10,000	\$10,000
137	Police Officer Equipment & Supplies	\$5,000	\$5,000
138	Peer Support Team	\$5,000	\$5,000
139	School Resource Officer - Rundlett Middle School	\$32,264	\$0
140	Adverse Childhood Experience Response Team (ACERT)	\$27,331	\$0
142	Power DMS Accreditation Module	\$600	\$600
143	Police Social Worker Labor Grade Upgrade	\$5,865	\$5,865
144	Utility Upgrades	\$2,500	\$2,500
Police Department Total		\$490,060	\$30,465
General Fund Total		\$3,687,620	\$629,190
<u>Parking Fund</u>			
Community Development			
114	Standing Desk Conversion - Fiscal Tech	\$1,000	\$1,000
Community Development Department Total		\$1,000	\$1,000
General Services			
228	Parking - Radio Box	\$3,460	\$3,460
General Services Department Total		\$3,460	\$3,460
Parking Fund Total		\$4,460	\$4,460

Appendix B

<u>Program Change Requests</u>		Dept. Request	Adopted
<u>Airport Fund</u>			
Community Development			
115	Aviation Refueling System	\$23,774	\$23,774
116	Airport Storm Water Pollution Prevention Plan Update	\$8,500	\$8,500
Community Development Department Total		\$32,274	\$32,274
Airport Fund Total		\$32,274	\$32,274
<u>Golf Fund</u>			
Finance			
123	Repairs and Maintenance	\$25,000	\$0
124	Repairs and Maintenance	\$3,000	\$3,000
125	Starter Booth	\$5,000	\$0
126	Tree Maintenance Specialist	\$6,000	\$6,000
127	Auto Parts	\$2,100	\$2,100
128	Grounds and Horticultural	\$6,000	\$0
129	Heavy Equipment Rental	\$5,000	\$0
130	Upgrade Building and Grounds Supervisor	\$1,955	\$0
132	Replace Flooring in the Club House	\$10,000	\$0
134	Departmental Supplies	\$10,000	\$5,000
Finance Department Total		\$74,055	\$16,100
Golf Fund Total		\$74,055	\$16,100
<u>Arena Fund</u>			
General Services			
210	Properties - Labor Grade Upgrade - Arena Manager	\$13,540	\$13,540
227	Radio Box	\$1,350	\$1,350
231	Labor Grade Upgrade - Arena Supervisor	\$5,214	\$5,214
232	Replace Access Door Card System	\$8,600	\$8,600
233	Replace Doors to Locker Rooms A & B	\$6,900	\$6,900
234	Add Camera to Front Lobby	\$975	\$975
258	Admin. - Employee Recognition Awards	\$0	\$0
General Services Department Total		\$36,579	\$36,579
Arena Fund Total		\$36,579	\$36,579
<u>Solid Waste Fund</u>			
General Services			
259	NRRA Membership	\$1,900	\$1,900
General Services Department Total		\$1,900	\$1,900
Solid Waste Fund Total		\$1,900	\$1,900

Appendix B

<u>Program Change Requests</u>		Dept. Request	Adopted
<u>Penacook Village TIF</u>			
Community Development			
117	CIP #30 Maintenance	\$25,000	\$25,000
Community Development Department Total		\$25,000	\$25,000
Penacook Village TIF Total		\$25,000	\$25,000
<u>Water Fund</u>			
General Services			
230	Staffing Reorganization	\$6,110	\$6,110
237	Building Supplies Increased Costs	\$880	\$880
238	Departmental Supplies - Increased Costs	\$3,800	\$3,800
239	Professional Development Increased Costs	\$1,000	\$1,000
240	Professional Services Increased Costs	\$13,500	\$13,500
256	Employee Recognition Awards	\$0	\$0
General Services Department Total		\$25,290	\$25,290
Water Fund Total		\$25,290	\$25,290
<u>Wastewater Fund</u>			
General Services			
136	Sludge Disposal Increase	\$408,200	\$408,200
236	Reorganization	\$11,980	\$11,980
242	Caustic Tank Replacement	\$10,000	\$10,000
243	PFAS Sampling	\$40,000	\$40,000
244	Process Flow Meter Replacement	\$18,000	\$18,000
245	Muffin Monster Rebuilds	\$12,000	\$12,000
246	UST Leak Detection Equipment	\$20,000	\$20,000
247	Exterior Door Repair and Replacement	\$12,000	\$12,000
250	Certified Laboratory Analysis	\$37,000	\$37,000
257	Admin. - Employee Recognition Awards	\$0	\$0
261	Cell Phones	\$120	\$120
General Services Department Total		\$569,300	\$569,300
Wastewater Fund Total		\$569,300	\$569,300
All Funds Total		\$4,456,478	\$1,340,093

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.

Appendix C

III. DEFINITIONS

- A. GASB Statement No. 54 – Governmental Accounting Standards Board Statement No. 54 as it relates to governmental fund balance reporting.
- B. Fund Balance Classifications
 - 1. Non-spendable – Portion of fund balance that cannot be spent because the balance is (a) not in spendable form or (b) legally or contractually required to be maintained intact (example: inventory or permanent funds).
 - 2. Restricted – Constraints placed on the use of resources are either (a) externally imposed by creditors, grantors, contributors, or laws/regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation (example: debt covenants or grant funds).
 - 3. Committed – Amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government’s highest level of decision-making authority (Concord City Council). These funds cannot be used for any other purposes unless the same authority removes or changes the specified use by a similar action. The action to commit or remove/change the specific purpose should occur prior to the end of the reporting period, but any amount subject to the constraint may be determined in the subsequent period.
 - 4. Assigned – Amounts that are constrained with the intent to use for specific purposes but are neither restricted nor committed. Intent should be expressed by (a) the governing body itself, (b) a committee, budget or finance, or (c) an official to which the governing body has delegated the authority to assign amounts to be used for specific purposes.
 - 5. Unassigned – This is the residual classification for the General Fund. This represents amounts that have not been restricted, committed, or assigned to a specific purpose. The General Fund should be the only fund that reports a positive unassigned fund balance.

IV. POLICY

A. Requirements –

1. General Fund

- a. Unassigned fund balance – It is the policy of the City to achieve and maintain a general operating fund unassigned fund balance level of 18.5% of operating expenses by June 30, 2017.
- b. Assigned fund balance – Upon adoption of this policy, the City Council authorizes the City Manager to assign fund balance for a specific purpose; so long that said purpose is in keeping with this policy, the wishes of the City Council and its Fiscal Policy Advisory Committee, and is in the best interest of the City.
 - i. Utilization of Assigned fund balance will be presented to the City Council for action during the fiscal year immediately following the fiscal year of assignment.
 - ii. Any assigned fund balance not acted upon and/or utilized for the specific purpose for which the City Manager assigned will lapse to unassigned fund balance on June 30 of the fiscal year immediately following the fiscal year of assignment.
- c. Balanced Budget – It is the policy of the City Council to annually adopt a General fund operating budget such that current revenues equal or exceed current appropriations, overlay and war service credits.

Appendix C

2. Water and Sewer enterprise funds

- a. Operating fund reserves – It is the desire of the City to maintain financially self-supporting Water and Sewer Funds with rate stability and to avoid large rate increases. Therefore, it is the policy of the City to, over time, achieve and maintain operating, capital and rate stabilization reserves of:
 - i. Operating – 25% of operating expenses less debt service and pay as you go capital.
 - ii. Capital – 25% of debt service or no less than \$500,000.
 - iii. Rate Stabilization – 10% of operating revenue or no less than \$500,000.

3. Other enterprise and special revenue funds

- a. Operating fund reserves – It is the desire of the City to maintain financially self-supporting Other Enterprise and Special Revenue Funds with healthy financial positions. Therefore, it is the policy of the City to, over time, achieve and maintain working capital reserves of:
 - i. Golf fund – a minimum of 10% of operating expenses including debt service and capital expenditures.
 - ii. Arena fund – a minimum of 10% of operating expenses including debt service and capital expenditures.
 - iii. Parking fund – a minimum of 10% of operating expenses including debt service and capital expenditures.
 - iv. Airport fund – a minimum of 10% of operating expenses including debt service and capital expenditures.
 - v. Solid Waste fund – a minimum of 10% of operating expenses including debt service and capital expenditures.

4. All funds

- a. CIP Spending priorities – It is the policy of the City to adopt spending priorities for capital projects approved by the City Council. Unless otherwise determined by the Deputy City Manager/Finance or the City Manager to be in the best interest of the City, expenditures for capital projects shall be spent according to the following funding hierarchy order:
 - i. Bonds/notes – expenditures as they relate to long term financing of a project will have the highest priority and be spent first.
 - ii. Grants and awards – expenditures as they relate to revenues from grants or other awards that are not intended to be paid back to the grantor shall have the second highest spending priority and shall be spent second.
 - iii. Capital Reserves – expenditures as they relate to revenues derived from capital reserve funds shall have the third highest spending priority and shall be spent third.
 - iv. Cash or Capital Transfers – expenditures as they relate to revenues derived from operating budget transfers shall have the lowest spending priority and shall be spent only after all available funds have been expended for the intended purpose.
 - v. Dependent funding sources – while it is understood that certain bonds/notes/grants/awards may have certain spending limitations or city matches attached to it, these funds shall be spent to their greatest extent possible to maximize the utilization of the funds in the above order.

Appendix C

City Charter* (Finance items 32-43)

*Editor's note: The City of Concord adopted a new City Charter, as herein set out, in accordance with the provisions of RSA 49-B at the State General Election on Nov. 3, 1992. The former City Charter was adopted at a Municipal Primary Election on Oct. 11, 1949, as amended. The Charter as posted includes amendments as approved at the November 6, 2001, Municipal Election as well as the November 8, 2011 Municipal Election and the January 10, 2012 Presidential Primary. Ward lines amended per City Ordinance, September 11, 2017.

State law references: See Chapter 418, Laws 1949 for Initial Council-Manager Plan.

32. Fiscal Year.

The fiscal and budget year of the City shall begin on the first day of January unless another date shall be fixed by Ordinance.

33. Financial Control.

The City Manager shall appoint a Finance Director, who shall be other than the Treasurer, and who shall be chosen solely on the basis of executive and administrative qualifications and actual experience in and knowledge of accepted practices in respect to the duties of municipal fiscal management, and who shall maintain accounting control over the finances of the City, make financial reports, and perform such other duties as may be required by the Administrative Code or state law. The Finance Director shall audit and approve all authorized claims against the City before paying the same.

34. Budget Procedure.

At such time as may be requested by the City Manager or specified by the Administrative Code, the chief officer of each department shall submit an itemized estimate of the expenditures for the next fiscal year for the department or activities under the officer's control. The City Manager shall submit the proposed budget to the City Council at least forty-five (45) days before the start of the fiscal year of the budget. The City Council shall refer the proposed budget to the Finance Committee of the City Council for preliminary consideration. The Finance Committee is a committee of the whole City Council, presided over by the Mayor. In odd numbered years, the Finance Committee shall consist of the newly elected Mayor and City Councilors from and after the time they take the oath of office, together with Councilors whose terms in office include the ensuing fiscal year.

35. Budget Hearing.

A public hearing on the budget shall be held before its final adoption by the City Council, and notice of such public hearing together with a summary of the budget as submitted shall be published at least one week in advance by the City Clerk.

36. Date of Final Adoption.

The budget shall be finally adopted not later than the twenty-seventh day of the first month of the fiscal year. Should the City Council take no final action on or prior to such day, the budget, as submitted, shall be deemed to have been finally adopted by the City Council.

37. Appropriations After Budget is Adopted.

No appropriation shall be made for any purpose not included in the annual budget as adopted unless voted by a two-thirds majority of the City Council after a public hearing held to discuss said appropriation. The City Council shall by resolution designate the source of any money so appropriated.

Appendix C

38. Budget Control.

At the beginning of each quarterly period during the fiscal year and more often if required by the City Council, the City Manager shall submit to the City Council data showing the relation between the estimated and actual income and expenses to date; and if it shall appear that the income is less than anticipated, the City Council or City Manager with approval of the City Council, may reduce the appropriation for any item or items, except amounts required for debt and interest charges, to such a degree as may be necessary to keep expenditures within the cash income. The City Manager may provide for monthly or quarterly allotments of appropriations to departments, funds, or agencies under such rules as the City Manager shall prescribe.

39. Transfer of Appropriations.

After the budget has been adopted, no money shall be drawn from the treasury of the City, nor shall any obligation for the expenditure of money be incurred, except pursuant to a budget appropriation unless there shall be a specific additional appropriation therefor. The head of any department, with the approval of the City Manager, may transfer any unencumbered balance or any portion thereof from one fund or agency within the department to another fund or agency within the department. Such transfers shall be reported to the City Council as the Council may require. The City Manager, with the approval of the City Council, may transfer any unencumbered appropriation balance or any portion thereof from one department to another.

40. Depository.

The City Council shall designate the depository or depositories for City funds, and shall provide for the daily deposit of all City monies. The City Council may provide for such security for City deposits as it may deem necessary, except that personal surety bonds shall not be deemed proper security.

41. Independent Audit.

An annual independent audit shall be made of all accounts of the City government. Such audit shall be made by certified public accountants experienced in municipal accounting. Copies or abstracts of such audits shall be made public along with an annual report of the City's business. Audit services shall be obtained through periodic competitive bidding, as specified by Ordinance. Nothing in this paragraph shall prevent the City Council from requiring such other audits as it deems necessary.

42. Official Bonds.

Any City officer or employee (other than City Councilors) may be required by the City Manager to give a bond to be approved by the City Solicitor for the faithful performance of the duties of the office, but all officers receiving or disbursing City funds shall be so bonded. All official bonds shall be corporate surety bonds, and the premiums thereon shall be paid by the City. Such bonds shall be filed with the Finance Director.

43. Borrowing Procedure.

Subject to the applicable provisions of state law and the Administrative Code, the City Council by Resolution may authorize the borrowing of money for any purpose within the scope of the powers vested in the City and the issuance of bonds of the City or other evidence of indebtedness therefor, and may pledge the full faith, credit, and resources of the City for the payment of the obligation created thereby. Borrowing for a term exceeding one year shall be authorized by the City Council only after a duly advertised public hearing.

Appendix D

FUND STRUCTURE

As a governmental organization, the City of Concord utilizes a fund accounting structure where financial activities are aggregated for specific purposes.

The General Fund is the largest fund and encompasses the more traditional governmental services. The General fund is primarily funded by property taxes. General fund revenues are listed in detail by function and classification at the beginning of the budget document, followed by General fund department appropriation recommendations. The General fund is considered a major fund.

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.

Appendix D

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.

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 (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.

Appendix D

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.

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. Enterprise 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 - 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

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 Services
 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

Appendix D

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

Appendix D

GLOSSARY

Accrual - An accrual allows an entity to record expenses and revenues for which it expects to expend cash or receive cash, respectively, in a future reporting period.

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.

Appendix D

FTE (Full Time Equivalent) - A unit of measure that indicates the workload of an employed person in a way that makes workloads comparable across various contexts. An FTE of 1.0 indicates a workload 40 hours per week for 52 weeks per year or 2,080 hours annually ($40 * 52 = 2,080$). For example, a person or position may be budgeted to work 20 hours per week annually, and the calculation would be: $(20 * 52 = 1040) 1040 \text{ hrs} / 2080 \text{ hrs} = .5 \text{ FTE}$.

Function – A term used to identify functional areas (e.g. General Government, Public Safety, Parking, Golf, Solid Waste, Sears Block TIF District).

Fund - A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities, and residual equities or balances (and changes therein), are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance – Generally, fund balance represents the difference between 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.

Appendix D

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.

Appendix D

STATISTICAL INFORMATION

Community and Economic Profile

The City of Concord is located in Merrimack County, approximately 70 miles north of Boston, Massachusetts, on the Merrimack River in South Central New Hampshire. According to the U.S. Census Bureau, the City has an estimated population of 44,503 as of July 1, 2022, a 1.20% 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 nonpartisan 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 2023, current at-large City Councilor Byron Champlin was elected mayor after Mayor Bouley did not run for re-election. Byron Champlin’s term as mayor will begin in January 2024. Thomas J. Aspell, Jr., the City Manager, was appointed in April 2006. The City has had four City Managers since 1978. The City Manager, pursuant to the City Charter, has all appointive and dismissal powers for paid employees of the City. Appointive authority for boards and commissions is shared between the Mayor, City Council and City Manager.

In addition to serving as the seat of state and county government, Concord hosts several federal agencies, and is the only full-service local government between Laconia - 25 miles to the north, Manchester - 20 miles to the south, Keene – 54 miles to the west, and Portsmouth - 50 miles to the east. The City provides and annually appropriates for the following services: water treatment and supply; wastewater collection and treatment; solid waste collection and recycling; highway construction and maintenance, including snow plowing, storm sewer system and related infrastructure maintenance and construction; prosecutorial, police and fire protective services (including advanced life support); airport, parks, golf course and ice arena; library and recreational facilities and programs; human services; planning, economic and community development, and code enforcement services.

Local Economy

In fiscal year 2023, operations had largely returned to normal following the COVID- 19 pandemic. The City applied for and recognized revenues from a variety of sources, including \$2,165,583 from the American Rescue Plan Act, \$46,446 from the State of New Hampshire Governor’s Office for Emergency Relief and Recovery (GOFERR), \$13,000 from Coronavirus Response Relief Supplemental Appropriations Act (CRRSA), and \$30,000 from the Coronavirus Aid, Relief, and Economic Security Act.

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 2023 was 1.6%. This compares favorably to New Hampshire’s rate of 1.8% 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 1.8% and Nashua at 2.0%.

The assessed value of taxable property as of April 1, 2022 increased overall by 1.0% compared to April 1, 2021. The cumulative total residential, manufactured homes and condominiums increased 0.76% in assessed value. The average assessed value of a single-family home in Concord as of April 1, 2022 was \$325,833, up 0.56% from \$324,005 the year before.

Appendix D

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.

The City has a robust program of business attraction and retention coordinated by its Community Development Department and City Administration.

Economic Development successes that occurred during FY2023 included the following:

- 1) On April 1, 2023, the City entered into a land lease agreement with United Therapeutics Corporation (UTC) concerning 2.88 acres of land at the Concord Municipal Airport for a new 36,000SF, \$22 million corporate aircraft hangar. Construction on the project began in late FY2023. UTC is a publicly traded biotechnology company headquartered in Silver Spring, MD. The company was established in 1996 with the goal of finding a cure for a rare, life-threatening illness suffered by the company's founder / CEO. Today, the company specializes in treatments for pulmonary arterial hypertension (high blood pressure in the lungs), as well as pediatric high-risk neuroblastoma (a rare tumorous cancer). The hangar will support the company's operations in southern New Hampshire.
- 2) On September 27, 2022, the City closed on a gap financing loan in the amount of \$600,000 with the Caleb Group to support Phase 2 of the Penacook Landing affordable housing development. The loan is part of a \$6 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. Construction began in October 2022 and will be completed in late 2023.
- 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. Phase I of the Developer's project, as well as the City's highway improvements, were completed in Q1 of FY2023. Phase I of the Developer's project will create 435 employment opportunities, as well as \$9.5+/- million of net new assessed value, which will generate approximately \$295,000 in property taxes annually. During FY2023, the Developer secured permits and approvals for Phase 2 of the project, including medical office and retail uses. Additionally, the Developer has broken ground on a coffee shop and pharmacy at a separate site abutting this development.
- 4) On June 23, 2023, Onyx Partners Limited purchased the former Regal Cinema property located at 282 Loudon Road. The property will be redeveloped into a grocery store with attached retail tenant, as well as pad site with bank or fast-food restaurant. The same developer also obtained a Purchase and Sales Agreement on the abutting Steeplegate Mall and plans to redevelop the property by demolishing most of the former mall and constructing 175,000SF Costco and retail tenants on pad sites, as well as 600+/- residential units. Construction is slated for spring / summer 2024.

Appendix D

Long-term Financial Planning

The City Finance Department presents regular financial reports to elected officials and management staff. In addition to these reports, annually and/or as part of the budget process, the City prepares a five-year General Fund operating pro forma and tax rate projection, a twenty-year Capital Improvement Plan and a pro forma for each enterprise and major special revenue fund.

Also, as part of the annual budget process, the City reviews all General Fund revenues to determine budgetary needs. Enterprise and Special Revenue Funds are reviewed for competitiveness and support of operations. Most Enterprise and Special Revenue Funds are fully self-supporting and provide administrative overhead payments to the General Fund. The exceptions are the Parking Fund, which received General Fund support for its Fiscal Year 2023 operations, and Solid Waste Fund, which receives approximately \$1,100,000 annually.

Financial Position

Other than Fiscal Year 2014, Fiscal Years 2010 through 2022 reported surpluses ranging from \$28,203 to \$1.5 million. The Fiscal Year 2023 surplus is \$3,251,829. In June 2023, the City Council adopted the Fiscal Year 2024 General Fund operating budget using \$295,150 from prior year surplus to offset tax rate increases.

The total General Fund Unassigned Fund Balance increased to \$15.6 million after City management assigned \$2,979,500, \$2,534,300 of which is anticipated to be transferred to trust fund reserve accounts in Fiscal Year 2024, and the remaining \$445,200 of which \$295,200 is assigned for use in the Fiscal Year 2024 budget, \$50,000 is assigned for a Class & Compensation study set to begin in Fiscal Year 2024, and \$100,000 is assigned for overlay for the settlement of future abatements. The \$15.6 million Unassigned Fund Balance represents a \$2,351,000 increase over Fiscal Year 2022. The purposes of the Assigned Fund Balance to be transferred to Trust Fund reserves in Fiscal Year 2024 are for transfers to Highway Paving Reserve (\$900,000), Equipment Reserve (\$399,300), Recreation (\$650,000), Economic Development Reserve (\$100,000), Assessing Reserve (\$385,000), and Technology Infrastructure & Equipment Reserve (\$100,000).

Appendix D

Demographics*



Community Contact	Concord Community Development Department Matthew Walsh, Deputy City Manager 41 Green Street, City Hall Concord, NH 03301 (603) 225-8595
Telephone	
E-mail	communitydevelopment@concordnh.gov
Web Site	www.concordnh.gov
Municipal Office Hours	Monday 8:00 am - 4:30 pm Tuesday 8:00 am - 4:30 pm Wednesday 8:00 am - 4:30 pm Thursday 8:00 am - 6:00 pm Friday 8:00 am - 4:30 pm
County	Merrimack
Labor Market Area	Concord, NH Micropolitan NECTA
Tourism Region	Merrimack Valley
Planning Commission	Central NH Regional
Regional Development	Capital Regional Development Council
Election Districts:	
US Congress	District 2 (All Wards)
Executive Council	District 2 (All Wards)
State Senate	District 15 (All Wards)
State Representative	Merrimack County Districts: 15 (Ward 1), 16 (Ward 2), 17 (Ward 3), 18 (Ward 4), 19 (Ward 5), 20 (Ward 6), 21 (Ward 7), 22 (Ward 8), 23 (Ward 9), 24 (Ward 10), 28 (Wards 1-3), 29 (Wards 4, 9, 10), 30 (Wards 5-8)

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 13,672 over 50 years, from 30,022 in 1970 to 43,694 in 2020. The 2022 Census estimate for Concord was 44,503 residents, which ranked third among New Hampshire's incorporated cities and towns.

Population Density and Land Area, 2019 (US Census Bureau): 695.8 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.

Appendix D

Housing (American Community Survey (ACS) 2017-2021)

Total Housing Units	18,656
Single-Family Units, Detached or Attached	9,009
Units in Multiple-Family Structures:	
Two to Four Units in Structure	3,420
Five or More Units in Structure	5,280
Mobile Homes and Other Housing Units	947

Population (US Census Bureau)

<u>Total Population</u>	<u>Community</u>	<u>County</u>
2022	44,503	156,020
2020	43,976	153,808
2010	42,695	146,445
2000	40,765	136,716
1990	36,994	120,618
1980	30,400	98,302

Demographics (ACS 2017-2021)

Population by Age Group

Under age 5	2,119
Age 5 to 19	6,444
Age 20 to 34	9,841
Age 35 to 54	11,211
Age 55 to 64	6,385
Age 65 and over	7,552
Median Age (in years)	41

Income, Inflation Adjusted \$ (ACS 2017-2021)

Per Capita Income	\$38,798
Median family income	\$94,442
Median household income	\$73,156
Median Earnings, full-time, year-round workers	
Male	\$57,953
Female	\$47,500
Individuals below the poverty level	9.3%

Appendix D

Labor Force (NHES - ELMI)

Annual Average	<u>2012</u>	<u>2022</u>
Civilian Labor Force	22,593	22,527
Employed	21,523	22,019
Unemployed	1,070	508
Unemployment Rate	4.7%	2.3%

Employment & Wages (NHES - ELMI)

Annual Average Covered Employment	<u>2012</u>	<u>2022</u>
Goods Producing Industries		
Average Employment	1,778	1,587
Average Weekly Wage	\$1,083	\$1,384
Service Providing Industries		
Average Employment	27,103	26,539
Average Weekly Wage	\$854	\$1,260
Total Private Industry		
Average Employment	28,881	28,127
Average Weekly Wage	\$868	\$1,267
Government (Federal, State, and Local)		
Average Employment	10,694	10,597
Average Weekly Wage	\$961	\$1,292
Total, Private plus Government		
Average Employment	39,575	38,724
Average Weekly Wage	\$893	\$1,274

Source: <https://www.nhes.nh.gov/elmi/products/cp/profiles-htm/concord.htm>

Economic & Labor Market Information Bureau, NH Employment Security, October 2023

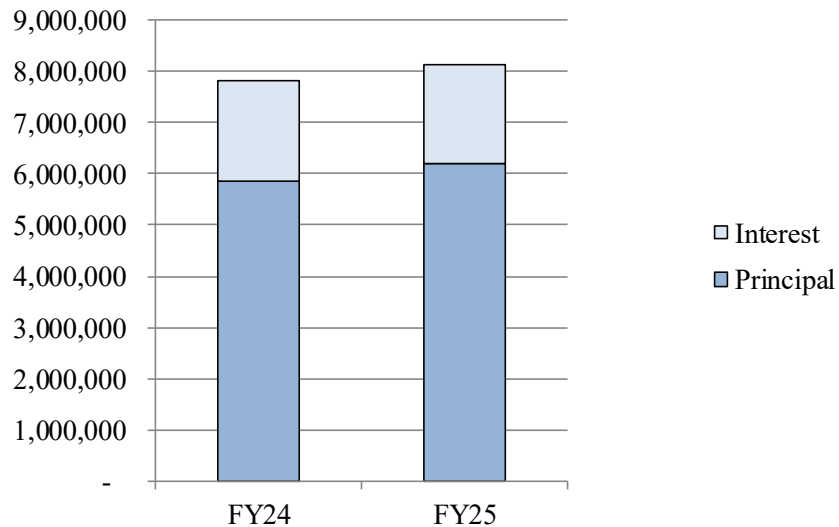
Appendix D

Ward Density

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	4,338	15.8	274.6
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	FY24	FY25
Interest	1,961,510	1,944,910
Principal	5,858,480	6,187,890
Grand Total	7,819,990	8,132,800



Appendix D

Projected Ending FY24 Fund Balance/Net Position Description of Changes +/- 10%

Fund	Estimated Beginning FY24 Fund Balance/ Net Position	FY25 Budget Revenue	FY25 Budget Expense	Projected Increase/(Decrease) in Fund Balance/ Net Position	Projected Ending FY25 Fund Balance/ Net Position	% Change
General Fund	26,081,977	83,379,501	83,379,501	-	26,081,977	0%
Non-Major	7,393,194	10,883,789	12,104,315	(1,220,526)	6,172,667	-17%
Water Fund	47,213,068	7,387,578	7,886,680	(499,102)	46,713,966	-1%
Sewer Fund	41,519,226	11,244,102	11,688,396	(444,294)	41,074,932	-1%
Total Enterprise Funds	88,732,294	18,631,680	19,575,076	(943,396)	87,788,898	-2%
N End Opportunity Corridor TIF	2,879,432	509,201	250,240	258,961	3,138,393	9%
Sears Block TIF District	336,713	1,138,575	1,246,283	(107,708)	229,005	-32%
Penacook Village TIF District	631,438	670,983	506,175	164,808	796,246	26%
Total Debt Service Funds	3,847,584	2,318,759	2,002,698	316,061	4,163,645	1%

For Budgetary Purposes Only

Non-Major Funds

The Solid Waste fund, within this group of fund, anticipates increase expenses of \$835,000. These increases are due to contractual increase in curbside collection, disposal of municipal solid waste and recycling materials. The Parking fund continues to face a structural deficit. Additionally, this deficit is exacerbated by a one time capital expenditure of \$100,000.

Tax Increment Finance (TIF) Districts/Debt Service Funds

The Sears Block TIF's (SBTIF) change in fund balance is anticipated to decrease by 32%. This decrease is driven by a decline in revenue from property taxes that can be attributed to a release of assessed value, lowering the total retained assessed value in the fund. The fund has enough fund balance to cover the budget deficit for FY25.

The Penacook Village TIF (PVTIF) has experienced an increase in property tax revenue that can be attributed to new development within the district.

Appendix D

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

FY2024 - FY2030

	FY24 Budget	FY24 Estimate	FY25 Request	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected
Revenues:								
Property Taxes	48,885,088	49,621,000	51,287,100	56,688,744	67,208,217	71,151,207	79,455,014	86,499,608
Other Taxes	737,239	952,100	786,796	786,800	786,800	786,800	786,800	786,800
Intergov Revenue	6,866,069	6,841,983	6,056,955	6,178,100	6,301,700	6,490,800	6,685,500	6,685,500
Rental Income	269,993	244,118	277,773	272,200	272,200	266,800	266,800	270,800
Fines and Penalties	468,700	408,050	406,050	410,100	418,300	426,700	452,900	452,900
Licenses and Permits	1,413,205	1,903,888	1,754,865	1,754,900	1,754,900	1,790,000	1,843,700	1,899,000
Investment Income	1,310,000	2,250,000	2,355,975	2,827,200	3,109,900	4,042,900	4,245,000	4,372,400
Donations	52,380	36,930	38,700	38,300	37,700	37,700	39,600	39,600
Transfer In	5,233,280	5,224,053	4,413,342	4,146,442	4,046,400	4,086,900	4,148,200	4,210,400
Motor Vehicle Reg	7,600,000	7,686,200	7,889,000	8,046,800	8,207,700	8,371,900	8,623,100	8,881,800
Dept. Service Charges	4,232,945	4,711,938	4,925,885	5,024,400	5,124,900	5,227,400	5,384,200	5,545,700
Retiree Health Reimb	1,461,890	1,455,650	1,504,560	1,504,600	1,504,600	1,504,600	1,504,600	1,504,600
Other Revenue	1,147,088	1,058,282	1,121,740	1,121,700	1,177,800	1,236,700	1,298,500	1,298,500
Use of Fund Bal/RE	3,735,640	-	560,760	-	-	-	-	-
Total Revenues	83,413,517	82,394,191	83,379,501	88,800,286	99,951,117	105,420,407	114,733,914	122,447,608

Expenses:

O&M Expenses	68,543,439	67,467,795	71,424,178	75,168,000	79,264,100	83,459,400	87,337,000	90,414,600
Capital Transfer	991,000	991,000	586,500	689,250	1,238,250	953,750	999,000	589,750
Transfer Out to SW	1,161,500	1,161,500	1,467,845	1,963,045	2,061,197	2,464,257	2,672,469	3,261,093
Transfer Out Trust & Other Funds	5,044,607	5,022,743	1,713,378	1,713,378	1,713,378	1,713,378	1,713,378	1,713,378
Capital Outlay	110,000	90,210	26,600	76,600	78,100	80,100	80,900	83,300
Special Revenue Fund Support					66,710	556,046	1,926,882	3,460,886

Authorized Unissued Debt		5,706,000						
Bonded CIP	Informational		10,669,000	61,344,775	17,012,500	41,282,000	33,139,000	26,599,000
Associated Debt Service		608,640	1,191,370	6,829,570	1,751,640	4,526,360	3,438,740	3,103,217

Debt Service:

Future Debt Service Estimate				1,800,010	8,629,580	10,381,220	14,907,580	18,346,320
Existing Debt Service	7,562,970	7,562,970	8,161,000	7,390,003	6,899,803	5,812,257	5,096,704	4,578,281
Total Expenses	83,413,517	82,296,218	83,379,501	88,800,286	99,951,117	105,420,407	114,733,914	122,447,608

- 97,973

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Overlay & War Service Credit	467,400	467,400	467,400	467,400	467,400	467,400	467,400
Amount to be Raised by Property Taxes	51,754,500	57,156,144	67,675,617	71,618,607	79,922,414	86,967,008	
Estimated Assessed Value (000)	5,259,602	5,279,602	5,299,602	5,319,602	5,339,602	5,359,602	
Projected Property Tax Rate	9.84	10.83	12.77	13.46	14.97	16.23	
Projected Increase	3.47%	10.06%	17.91%	5.40%	11.22%	8.42%	

**Parking Fund Pro Forma
FY2024 - FY2030**

	FY24 Budget	FY24 Estimate	FY25 Request	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected
Revenues:								
Metered Parking Income	1,355,130	1,540,000	1,370,000	1,370,000	1,370,000	1,370,000	1,370,000	1,370,000
Other Income	1,308,117	1,419,652	1,320,707	1,320,707	1,320,707	1,320,707	1,320,707	1,320,707
Sears Block TIF District Transfer	308,810	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	56,643	56,643	56,643	56,643	56,643	56,643	56,643	56,643
Solid Waste Fund Transfer	13,650	13,650	13,650	13,650	13,650	13,650	13,650	13,650
Total Revenues	3,052,850	3,349,255	3,075,607	3,071,691	2,771,500	2,771,500	2,771,500	2,771,500
Expenses:								
O&M Expenses	1,805,522	1,644,918	1,863,295	1,863,295	1,863,295	1,863,295	1,863,295	1,863,295
Overhead	169,928	169,928	170,855	170,855	170,855	170,855	170,855	170,855
Transfer to Trust	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500
Capital Program:								
Capital Transfer	-	-	100,000	-	-	-	5,000	5,000
G.O. Bonds	-	-	-	2,470,000	12,005,000	2,890,000	2,369,500	65,000
Debt Service:								
Existing Debt Service	1,307,030	1,307,030	1,281,710	1,240,427	707,234	665,134	359,515	339,465
Authorized Unissued Debt	-	-	-	57,067	55,640	54,213	52,787	51,360
Future Debt Service	-	-	-	-	263,467	1,477,388	1,707,707	1,909,191
Total Expenditures	3,292,980	3,132,376	3,426,360	3,285,077	3,015,350	4,187,172	4,116,871	4,298,306
Projected Net	(240,130)	216,879	(350,753)	(213,386)	(243,850)	(1,415,672)	(1,345,371)	(1,526,806)
Fund Position:								
Beginning Working Capital	1,669,447	1,669,447	1,886,326	1,535,573	1,322,188	1,078,337	(337,335)	(1,682,707)
Ending Working Capital	1,429,317	1,886,326	1,535,573	1,322,188	1,078,337	(337,335)	(1,682,707)	(3,209,512)
10% of Expenses	329,298	313,238	342,636	328,508	301,535	418,717	411,687	429,831

**Airport Fund Pro Forma
FY2024 - FY2030**

	FY24 Budget	FY24 Estimate	FY25 Request	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected
Revenues:								
Leases and Operations	482,972	483,750	493,583	493,910	505,026	516,418	528,093	540,057
Transfer In - General	-	-	-	-	185,000	200,000	260,000	250,000
Total Revenues	482,972	483,750	493,583	493,910	690,026	716,418	788,093	790,057
Expenses:								
O&M Expenses	371,633	414,052	435,260	451,640	468,640	486,280	504,580	523,570
Overhead	46,641	46,641	52,423	54,230	56,100	58,040	60,050	62,130
Capital Program:								
Capital Transfer	5,792	10,000	10,000	45,278	59,900	11,400	40,556	19,430
Bonded CIP	-	-	1,427,110	-	65,000	345,556	-	-
Debt Service:								
Future Debt Service Estimate				152,225	148,419	151,222	182,396	177,633
Existing Debt Service Estimate	55,320	55,320	69,920	59,034	47,006	45,356	43,706	42,044
Total Expenditures	479,386	526,013	567,603	762,407	780,066	752,298	831,289	824,807
Projected Net	3,586	(42,263)	(74,021)	(268,497)	(90,039)	(35,880)	(43,196)	(34,750)
Fund Position:								
Beginning Working Capital	418,111	418,111	375,848	301,827	33,330	(56,709)	(92,589)	(135,785)
Ending Working Capital	421,697	375,848	301,827	33,330	(56,709)	(92,589)	(135,785)	(170,535)
10% of Expenses	47,939	52,601	56,760	76,241	78,007	75,230	83,129	82,481

**Golf Fund Pro Forma
FY2024 - FY2030**

	FY24 Budget	FY24 Estimate	FY25 Budget	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected
Revenues:								
Camps	27,100	33,500	37,150	37,890	38,270	39,040	39,820	40,620
Seasonal Passes	312,705	396,000	468,155	486,880	506,360	526,610	547,670	569,580
Daily Fees	555,426	581,783	604,498	628,680	653,830	679,980	707,180	735,470
League and Tournament Fee	51,180	68,005	68,005	69,370	70,760	72,180	73,620	75,090
Cart Rental	249,900	288,000	256,970	268,530	279,270	290,440	302,060	314,140
Handicapping	13,650	16,000	15,000	15,450	15,600	15,760	15,920	16,080
Driving Range	83,965	120,000	93,649	98,330	100,300	102,310	104,360	106,450
Golf Simulator Revenue	90,000	82,000	88,125	89,890	91,690	93,520	95,390	97,300
Investment Income	7,500	20,000	20,000					
Pro Shop Sales	169,000	225,000	175,500	182,520	186,170	189,890	193,690	197,560
Concession Sales	50,000	50,000	52,000	52,000	52,000	54,080	56,240	58,490
Advertising	-	-	-	-	-	-	-	-
Transfer In - General	-	-	-	-	-	-	-	-
Other Revenue	2,000	3,330	2,660	-	-	-	-	-
Use of Fund Balance	-	-	-	-	-	-	-	-
Rental Income	22,750	19,500	24,000	24,000	24,240	24,720	25,210	25,710
Total Revenues	1,635,176	1,903,118	1,905,712	1,929,540	1,994,250	2,063,810	2,135,950	2,210,780
Expenses:								
O&M Expenses	1,414,028	1,519,712	1,555,413	1,696,170	1,772,500	1,843,400	1,907,920	1,946,080
Transfer Out - General	120,698	120,698	132,634	132,630	137,270	137,270	142,070	144,910
Transfer Out	3,000	3,000	3,840	4,030	4,170	4,170	4,320	4,410
Capital Program:								
Transfer to CIP	-	-	-	-	-	-	-	-
Authorized Unissued Debt	Informational		-					
Bonded CIP Program			1,050,000	200,000	360,000	160,000	135,000	120,000
Debt Service:								
Future Debt Service Estimate				112,000	130,533	165,600	179,173	189,475
Existing Debt Service Schedule	96,450	96,450	90,170	90,600	71,100	53,700	36,400	33,900
Total Expenses	1,634,176	1,739,860	1,782,057	2,035,430	2,115,573	2,204,140	2,269,883	2,318,775
Projected Net	1,000	163,258	123,655	(105,890)	(121,323)	(140,330)	(133,933)	(107,995)
Fund Position:								
Adjusted Beginning Working Capital	736,981	736,981	900,239	1,023,894	918,004	796,681	656,351	522,418
Ending Working Capital	737,981	900,239	1,023,894	918,004	796,681	656,351	522,418	414,423
10% of expenses	163,400	174,000	178,200	203,500	211,600	220,400	227,000	231,900

Arena Fund Pro Forma FY2024 - FY2030

	FY24 Budget	FY24 Estimate	FY25 Request	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected
Revenues:								
Sale and Operations	767,455	810,629	813,240	813,240	827,878	827,878	842,615	842,615
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 - General Fund Support						65,910	59,450	80,690
Total Revenues	767,455	810,629	813,240	813,240	827,878	893,788	902,065	923,305
Expenses:								
O&M Expenses	625,141	650,052	702,270	716,315	730,641	745,254	760,159	775,363
Transfer Out	89,308	89,308	94,770	96,665	98,599	100,571	102,582	104,634
Capital Outlay	-	-	-	-	-	-	-	-
Authorized Unissued Debt	-	-	-	-	-	-	-	-
Bonded CIP	Informational		-	-	-	-	70,000	-
Prior Year CIP Debt Service				-	-	-	-	7,467
Debt Service:								
Future Debt Service Estimate				-	-	-	-	7,467
Existing Debt Service	107,850	107,850	100,840	97,846	94,797	86,772	78,872	76,222
Total Expenditures	822,299	847,210	897,880	910,827	924,037	932,596	941,613	963,684
Projected Net	(54,844)	(36,581)	(84,640)	(97,587)	(96,158)	(38,808)	(39,548)	(40,380)
Fund Position:								
Beginning Working Capital	291,523	291,523	254,942	170,302	72,715	(23,443)	(62,251)	(101,800)
Ending Working Capital	236,679	254,942	170,302	72,715	(23,443)	(62,251)	(101,800)	(142,179)
10% of expenses	76,750	81,060	81,320	81,320	82,790	82,790	84,260	84,260

**Solid Waste Fund Pro Forma
FY2024 - FY2030**

		FY24 Budget	FY24 Estimate	FY25 Request	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected
Revenues:									
	PAYT	2,238,130	2,233,960	2,237,580	2,259,956	2,282,555	2,651,188	2,677,700	2,704,477
	Recycling	105,116	105,116	105,340	106,393	107,457	108,532	109,617	110,713
	Other Services	1,683,620	1,519,147	310,440	319,753	329,346	339,226	349,403	359,885
	Other	1,300	10,230	2,040	2,040	2,040	2,040	2,040	2,040
	Transfer In - General	1,161,500	1,161,500	1,467,845	1,963,045	2,061,197	2,464,257	2,672,469	3,261,093
	PAYT Price Adjustment %				0%	0%	15%	0%	0%
	PAYT Price Adjustment Additional Revenue			-	-	-	342,383	-	-
	Total Revenues	5,189,666	5,029,953	4,123,245	4,651,187	4,782,595	5,565,243	5,811,230	6,438,208
Expenses:									
	PAYT	1,869,947	1,870,938	2,571,254	2,699,816	2,834,807	2,976,548	3,125,375	3,281,644
	Recycling	1,244,364	1,212,257	1,869,566	1,963,045	2,061,197	2,164,257	2,272,469	2,386,093
	Other Services	1,704,770	1,539,081	398,000	417,900	438,795	460,735	483,771	507,960
	Landfill	87,640	85,730	86,894	91,238	95,800	100,590	105,620	110,901
	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	50,000	-	-	-	-	15,000	25,000
	Bonded CIP			80,000	-	-	-	45,000	-
Debt Service:									
	Future Debt Service Estimate				8,133	7,947	7,760	7,573	12,412
	Existing Debt Service Schedule	20,130	20,130	18,650	18,302	17,897	16,630	11,075	10,825
	Total Expenses	4,990,501	4,791,786	4,958,014	5,204,088	5,462,421	5,732,822	6,027,515	6,336,769
	Projected Net	199,165	238,167	(834,769)	(552,901)	(679,825)	(167,580)	(216,285)	101,439
Fund Position:									
	Beginning Working Capital	3,046,956	3,046,956	3,285,123	2,450,354	1,897,453	1,217,628	1,050,048	833,763
	Ending Working Capital	3,246,121	3,285,123	2,450,354	1,897,453	1,217,628	1,050,048	833,763	935,202
	10% of expenses	499,050	479,180	495,800	520,410	546,240	573,280	602,750	633,680

Water Fund Pro Forma FY2024 - FY2030

	FY24 Budget	FY24 Estimate	FY25 Request	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected
Revenues:								
Sales and Operations	5,415,730	4,917,481	5,519,598	5,941,498	6,393,788	6,880,548	7,404,358	7,968,048
Fixed Rate	1,246,010	1,246,010	1,338,450	1,458,910	1,590,210	1,733,330	1,889,330	2,059,370
Service Charges	280,000	281,082	280,000	288,400	297,050	305,960	315,140	324,590
Capital Contribution	20,000	65,000	20,000	20,000	20,000	20,000	20,000	20,000
Investment Income	50,000	115,000	147,020	147,760	149,240	153,720	158,330	163,080
Other	66,890	95,195	82,510	85,810	89,240	92,810	96,520	100,380
Total Revenues	7,078,630	6,719,768	7,387,578	7,942,378	8,539,528	9,186,368	9,883,678	10,635,468
Anticipated Revenue from Increases			404,270	427,770	460,470	495,520	533,240	573,840
Net from October Rate Change			303,200	320,830	345,350	371,640	399,930	430,380
Rate Increase			7.75%	7.75%	7.75%	7.75%	7.75%	7.75%
Expenses:								
Operations	3,973,270	3,704,092	4,120,142	4,367,350	4,629,390	4,907,150	5,152,510	5,358,610
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	847,092	847,092	864,218	881,500	899,130	921,610	944,650	968,270
Transfer Out - Solid Waste	4,350	4,350	5,570	5,570	5,570	7,800	7,800	7,800
Transfer Out - Capital Projects	218,500	218,500	288,750	201,625	275,125	233,125	299,250	192,125
Authorized Unissued Debt	591,100							
CIP Project Amounts	Informational		1,415,000	7,472,000	1,225,000	1,310,000	907,000	1,307,000
Prior Year CIP Debt Service				213,984	791,663	105,392	111,192	64,712
Debt Service:								
Future Debt Service Estimate				213,984	1,005,647	1,111,039	1,222,231	1,286,943
Existing Debt Service Schedule	2,173,500	2,173,500	2,224,000	2,104,225	1,892,824	1,775,375	1,494,647	1,336,483
Total Expenses	7,600,712	7,331,534	7,886,680	8,161,355	9,097,966	9,349,639	9,517,968	9,550,531
Projected Net	(522,082)	(611,766)	(499,102)	(218,977)	(558,438)	(163,271)	365,710	1,084,937
Fund Position:								
Beginning Working Capital	3,090,760	3,090,760	2,478,994	1,979,892	1,760,915	1,202,477	1,039,206	1,404,916
Ending Working Capital	2,568,678	2,478,994	1,979,892	1,760,915	1,202,477	1,039,206	1,404,916	2,489,853
25% Operation Expenses	993,320	926,020	1,030,040	1,091,840	1,157,350	1,226,790	1,288,130	1,339,650
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%)	541,570	491,750	551,960	594,150	639,380	688,050	740,440	796,800
Target Working Capital	2,034,890	1,917,770	2,082,000	2,185,990	2,296,730	2,414,840	2,528,570	2,636,450

Wastewater Fund Pro Forma

FY2024 - FY2030

Revenue	FY24 Budget	FY24 Estimate	FY25 Request	FY26 Projected	FY27 Projected	FY 28 Projected	FY 29 Projected	FY 30 Projected
Sewer Usage	7,254,993	6,371,501	7,458,412	8,130,542	8,917,472	9,789,542	10,746,692	11,797,432
Sewer Fixed Charges	1,646,030	1,646,030	1,768,728	1,912,731	2,066,040	2,232,360	2,411,640	2,604,960
Sewer Usage-Towns	346,000	352,068	346,000	359,840	374,234	374,234	374,234	374,234
Leachate Processing	400,000	1,200,000	500,000	500,000	500,000	500,000	500,000	500,000
Septage Processing	275,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
Service Charges	48,100	60,100	48,100	48,100	48,100	48,100	48,100	48,100
Capital Contribution	20,000	62,000	20,000	20,000	20,000	20,000	20,000	20,000
Investment Income	90,000	400,000	197,240	197,240	197,240	197,240	197,240	197,240
Other	1,090,810	563,723	455,622	455,622	455,622	455,622	455,622	455,622
Total Revenues	11,170,933	11,105,422	11,244,102	12,074,075	13,028,708	14,067,098	15,203,528	16,447,588
Anticipated Revenue from Increases			562,900	708,550	813,050	891,750	978,950	1,074,670
Net from October Rate Change			422,180	531,410	609,790	668,810	734,210	806,000
Rate Increase			8.00%	9.50%	10.00%	10.00%	10.00%	10.00%
Expenses								
Operations	6,596,729	6,278,309	6,645,522	7,044,254	7,466,909	7,765,585	8,076,209	8,399,257
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	1,147,998	1,147,998	1,254,404	1,285,764	1,317,908	1,350,856	1,384,627	1,419,243
Transfer Out - Solid Waste	3,750	3,750	4,800	4,800	4,800	4,800	4,800	4,800
Transfer Out - Capital Projects	113,500	113,500	108,750	76,625	100,125	78,125	94,250	77,125
Authorized Unissued Debt	-							
CIP Project Amounts	Informational		30,130,000	620,000	5,355,000	1,188,000	6,850,000	5,687,000
Prior Year CIP Debt Service				2,245,383	7,705	363,377	52,341	517,089
Future Debt Service Estimate				2,245,383	2,253,088	2,616,465	2,668,806	3,185,895
Existing Debt Service Schedule	3,155,010	3,155,010	3,456,120	3,301,068	3,168,391	2,893,026	2,705,616	2,489,819
Total Expenditures	11,235,787	10,917,367	11,688,396	14,176,694	14,530,022	14,927,657	15,153,108	15,794,939
Projected Net	(64,854)	188,055	(444,294)	(2,102,619)	(1,501,314)	(860,559)	50,420	652,648

FUND POSITION:

Beginning Working Capital	6,644,513	6,644,513	6,832,568	6,388,274	4,285,655	2,784,341	1,923,782	1,974,201
Ending Working Capital	6,579,659	6,832,568	6,388,274	4,285,655	2,784,341	1,923,782	1,974,201	2,626,850
25% Operation Expenses*	1,649,180	1,569,580	1,661,380	1,761,060	1,866,730	1,941,400	2,019,050	2,099,810
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%)**	725,500	637,150	745,840	813,050	891,750	978,950	1,074,670	1,179,740
Target Working Capital	2,874,680	2,706,730	2,907,220	3,074,110	3,258,480	3,420,350	3,593,720	3,779,550

Appendix F

Debt Service Schedules

General Fund

Date	Principal	Interest	Total P+I
6/30/2024	-	-	-
6/30/2025	6,265,932	1,894,857	8,160,789
6/30/2026	5,740,222	1,649,781	7,390,003
6/30/2027	5,483,021	1,416,782	6,899,803
6/30/2028	4,616,900	1,195,357	5,812,257
6/30/2029	4,097,800	998,904	5,096,704
6/30/2030	3,751,600	826,681	4,578,281
6/30/2031	3,251,200	676,381	3,927,581
6/30/2032	2,950,200	554,571	3,504,771
6/30/2033	2,524,700	442,270	2,966,970
6/30/2034	2,246,700	354,066	2,600,766
6/30/2035	1,716,700	277,784	1,994,484
6/30/2036	1,377,200	225,212	1,602,412
6/30/2037	1,282,200	178,378	1,460,578
6/30/2038	1,115,000	133,681	1,248,681
6/30/2039	815,000	95,700	910,700
6/30/2040	520,000	68,338	588,338
6/30/2041	425,000	50,606	475,606
6/30/2042	365,000	35,650	400,650
6/30/2043	320,000	21,800	341,800
6/30/2044	225,000	9,000	234,000
Total	49,089,375	11,105,798	60,195,173

Appendix F

Parking Fund

Date	Principal	Interest	Total P+I
06/30/2024	-	-	-
06/30/2025	1,084,400	197,138	1,281,538
06/30/2026	1,085,430	154,997	1,240,427
06/30/2027	585,000	122,234	707,234
06/30/2028	564,800	100,334	665,134
06/30/2029	280,000	79,515	359,515
06/30/2030	270,000	69,465	339,465
06/30/2031	225,000	60,415	285,415
06/30/2032	195,000	52,990	247,990
06/30/2033	192,000	45,940	237,940
06/30/2034	180,000	39,040	219,040
06/30/2035	180,000	32,740	212,740
06/30/2036	180,000	26,365	206,365
06/30/2037	180,000	19,990	199,990
06/30/2038	175,000	13,540	188,540
06/30/2039	145,000	7,003	152,003
06/30/2040	60,000	1,710	61,710
Total	5,581,630	1,023,416	6,605,046

Airport Fund

Date	Principal	Interest	Total P+I
06/30/2024	-	-	-
06/30/2025	53,900	16,017	69,917
06/30/2026	45,000	14,034	59,034
06/30/2027	35,000	12,006	47,006
06/30/2028	35,000	10,356	45,356
06/30/2029	35,000	8,706	43,706
06/30/2030	35,000	7,044	42,044
06/30/2031	20,000	5,569	25,569
06/30/2032	15,000	4,750	19,750
06/30/2033	10,000	4,100	14,100
06/30/2034	10,000	3,700	13,700
06/30/2035	10,000	3,300	13,300
06/30/2036	10,000	2,900	12,900
06/30/2037	10,000	2,500	12,500
06/30/2038	10,000	2,000	12,000
06/30/2039	10,000	1,600	11,600
06/30/2040	10,000	1,200	11,200
06/30/2041	5,000	800	5,800
06/30/2042	5,000	600	5,600
06/30/2043	5,000	400	5,400
06/30/2044	5,000	200	5,200
Total	373,900	101,783	475,683

Appendix F

Golf Fund

Date	Principal	Interest	Total P+I
6/30/2024	-	-	-
6/30/2025	73,060	17,104	90,164
6/30/2026	76,600	13,921	90,521
6/30/2027	60,600	10,477	71,077
6/30/2028	46,000	7,613	53,613
6/30/2029	31,000	5,383	36,383
6/30/2030	30,000	3,850	33,850
6/30/2031	20,000	2,400	22,400
6/30/2032	15,000	1,400	16,400
6/30/2033	9,000	700	9,700
6/30/2034	5,000	250	5,250
Total	366,260	63,096	429,356

Arena Fund

Date	Principal	Interest	Total P+I
06/30/2024	-	-	-
06/30/2025	75,030	25,810	100,840
06/30/2026	75,000	22,847	97,846
06/30/2027	75,000	19,796	94,797
06/30/2028	70,000	16,772	86,772
06/30/2029	65,000	13,872	78,872
06/30/2030	65,000	11,222	76,222
06/30/2031	54,000	8,847	62,847
06/30/2032	48,600	7,037	55,637
06/30/2033	29,000	5,338	34,338
06/30/2034	29,000	4,468	33,468
06/30/2035	29,000	3,848	32,848
06/30/2036	29,000	3,223	32,223
06/30/2037	29,000	2,593	31,593
06/30/2038	25,000	1,963	26,963
06/30/2039	25,000	1,463	26,463
06/30/2040	25,000	963	25,963
06/30/2041	25,000	438	25,438
06/30/2042	5,000	106	5,106
Total	777,630	150,599	928,229

Appendix F

Solid Waste Fund

Date	Principal	Interest	Total P+I
06/30/2024	-	-	-
06/30/2025	16,000	2,642	18,642
06/30/2026	16,000	2,302	18,302
06/30/2027	16,000	1,897	17,897
06/30/2028	15,150	1,480	16,630
06/30/2029	10,000	1,075	11,075
06/30/2030	10,000	825	10,825
06/30/2031	10,000	550	10,550
06/30/2032	10,000	275	10,275
Total	103,150	11,046	114,196

NEOCTIF Fund

Date	Principal	Interest	Total P+I
06/30/2024	-	-	-
06/30/2025	30,000	8,431	38,431
06/30/2026	30,000	7,531	37,531
06/30/2027	30,000	6,931	36,931
06/30/2028	30,000	6,181	36,181
06/30/2029	30,000	5,281	35,281
06/30/2030	30,000	4,381	34,381
06/30/2031	30,000	3,481	33,481
06/30/2032	25,000	2,656	27,656
06/30/2033	25,000	1,906	26,906
06/30/2034	25,000	1,156	26,156
06/30/2035	25,000	391	25,391
Total	310,000	48,328	358,328

Appendix F

SBTIF Fund

Date	Principal	Interest	Total P+I
06/30/2024	-	-	-
06/30/2025	401,600	104,881	506,481
06/30/2026	410,570	88,675	499,245
06/30/2027	190,000	76,648	266,648
06/30/2028	185,000	69,197	254,198
06/30/2029	185,000	61,898	246,898
06/30/2030	185,000	54,585	239,585
06/30/2031	180,000	47,823	227,823
06/30/2032	180,000	41,285	221,285
06/30/2033	173,000	35,335	208,335
06/30/2034	165,000	30,385	195,385
06/30/2035	165,000	26,535	191,535
06/30/2036	165,000	22,573	187,573
06/30/2037	165,000	18,610	183,610
06/30/2038	165,000	14,535	179,535
06/30/2039	155,000	10,448	165,448
06/30/2040	155,000	6,628	161,628
06/30/2041	65,000	2,763	67,763
06/30/2042	65,000	1,381	66,381
Total	3,355,170	714,182	4,069,352

PVTIF Fund

Date	Principal	Interest	Total P+I
06/30/2024	-	-	-
06/30/2025	222,890	123,633	346,523
06/30/2026	225,000	113,234	338,234
06/30/2027	225,000	102,696	327,696
06/30/2028	217,000	92,165	309,165
06/30/2029	215,000	81,715	296,715
06/30/2030	215,000	71,315	286,315
06/30/2031	215,000	60,890	275,890
06/30/2032	214,400	50,465	264,865
06/30/2033	200,000	42,006	242,006
06/30/2034	200,000	35,956	235,956
06/30/2035	200,000	31,803	231,803
06/30/2036	195,000	27,725	222,725
06/30/2037	195,000	23,725	218,725
06/30/2038	195,000	19,675	214,675
06/30/2039	190,000	15,675	205,675
06/30/2040	190,000	11,875	201,875
06/30/2041	190,000	8,075	198,075
06/30/2042	190,000	4,038	194,038
Total	3,694,290	916,665	4,610,955

Appendix F

Water Fund			
Date	Principal	Interest	Total P+I
06/30/2024	-	-	-
06/30/2025	1,708,957	514,568	2,223,525
06/30/2026	1,652,997	451,228	2,104,225
06/30/2027	1,502,797	390,027	1,892,824
06/30/2028	1,443,360	332,015	1,775,375
06/30/2029	1,219,934	274,713	1,494,647
06/30/2030	1,110,570	225,913	1,336,483
06/30/2031	942,900	185,282	1,128,182
06/30/2032	813,700	154,851	968,551
06/30/2033	727,500	129,062	856,562
06/30/2034	717,500	108,187	825,687
06/30/2035	712,500	88,087	800,587
06/30/2036	647,000	68,721	715,721
06/30/2037	507,000	50,150	557,150
06/30/2038	395,000	35,385	430,385
06/30/2039	320,000	24,429	344,429
06/30/2040	285,000	15,916	300,916
06/30/2041	95,000	8,229	103,229
06/30/2042	60,000	5,573	65,573
06/30/2043	49,000	3,360	52,360
06/30/2044	35,000	1,400	36,400
Total	14,945,715	3,067,095	18,012,810

Appendix F

Wastewater Fund

Date	Principal	Interest	Total P+I
06/30/2024	-	-	-
06/30/2025	2,472,838	924,978	3,397,816
06/30/2026	2,413,178	831,434	3,244,612
06/30/2027	2,382,979	735,592	3,118,571
06/30/2028	2,203,950	642,145	2,846,095
06/30/2029	2,107,500	551,373	2,658,873
06/30/2030	2,009,500	464,639	2,474,139
06/30/2031	1,842,900	384,269	2,227,169
06/30/2032	1,494,100	312,448	1,806,548
06/30/2033	1,299,800	251,938	1,551,738
06/30/2034	881,800	203,636	1,085,436
06/30/2035	831,800	171,060	1,002,860
06/30/2036	756,800	140,895	897,695
06/30/2037	686,800	112,942	799,742
06/30/2038	510,000	87,071	597,071
06/30/2039	490,000	67,253	557,253
06/30/2040	325,000	49,928	374,928
06/30/2041	325,000	37,209	362,209
06/30/2042	305,000	24,640	329,640
06/30/2043	296,000	12,440	308,440
06/30/2044	15,000	600	15,600
Total	23,649,945	6,006,489	29,656,434

Penacook WWTP

Date	Principal	Interest	Total P+I
06/30/2024	-	-	-
06/30/2025	49,000	9,134	58,134
06/30/2026	49,000	7,456	56,456
06/30/2027	44,000	5,821	49,821
06/30/2028	42,650	4,280	46,930
06/30/2029	44,000	2,743	46,743
06/30/2030	14,000	1,680	15,680
06/30/2031	14,000	1,120	15,120
06/30/2032	14,000	560	14,560
Total	270,650	32,794	303,444