

TIF Districts & CIP Summary

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

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Tax Increment Finance (TIF) Districts

The City currently has three Tax Increment Finance (TIF) Districts. These Districts were enacted in accordance with NH RSA 162-K. In accordance with State law, the City has the ability to capture and retain tax revenues generated by new development constructed within each TIF District after their enactment. These captured revenues are used to support debt service incurred for infrastructure improvements within the TIF Districts, as well as operating and administrative costs.

Combined, these TIF Districts encompass approximately 137 acres of land. Since their inception, the City has made a combined investment of \$36,740,337 in infrastructure improvements within these Districts, of which \$17,003,500 were TIF funds and \$19,736,837 were supported by other funding sources. These investments have served as a catalyst for \$98,293,788 in new assessed value generated by several real estate development projects (FY 2021 estimate).

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

- 1) The **North End Opportunity Corridor Tax Increment Finance District (NEOCTIF)** was established on March 23, 1998, and most recently amended on April 14, 2014. This district was established to facilitate cleanup and redevelopment of the former Concord Lumber property and surrounding parcels in the vicinity of Horseshoe Pond and Exit 15 on Interstate 93. Since 1998, the City's total capital investment in the NEOCTIF District has been \$7,796,000, of which \$6,846,500 were TIF supported funds and \$949,500 were non-TIF funds (\$849,500 from the City's Economic Development Reserve Fund and \$100,000 in donations from the Capital Regional Development Council). To date, this investment has yielded \$50,826,900 in new private development (FY 2021 estimate). Presently, the NEOCTIF District encompasses approximately 67 acres.

- 2) The **Sears Block (a.k.a. "Capital Commons") Tax Increment Finance District (SBTIF)** was established on September 8, 2003, and most recently amended on August 12, 2019. This district was established to facilitate cleanup and redevelopment of the former Sears Block and surrounding properties located in downtown Concord. The former Sears Block is now occupied by the Hotel Concord mixed use building and the Storrs Street Municipal Parking Garage. Since 2003, the City's total capital investment in the SBTIF District has been \$22,944,840, of which \$9,672,000 were TIF funds. To date, this investment has served as a catalyst for \$43,256,788 in new private development (FY 2021 estimate). This figure excludes properties located at 5-7 South State Street, 15 Pleasant Street, and 10 Pleasant Street Extension, which are currently subject to RSA 79-E Community Revitalization Tax Relief abatements. Presently, the SBTIF District encompasses approximately 21 acres.

- 3) The **Penacook Village Tax Increment Finance District (PVTIF)** was established on June 14, 2010, and most recently amended on June 9, 2014. This district was established to facilitate cleanup and redevelopment of the former Allied Leather Tannery Site and surrounding properties in Penacook Village. The City's total capital investment in the PVTIF District has been \$5,999,497, of which \$485,000 was directly supported by the TIF District. This estimate includes moneys expended by the City on the acquisition, cleanup, and redevelopment of the former Allied Leather Tannery and Amazon Realty sites prior to the establishment of the PVTIF in 2010. To date, the City's investment in TIF improvements has yielded \$4,210,100 in new private development (FY 2021 estimate). Presently, the PVTIF District encompasses approximately 47 acres.

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

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

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North End Opportunity Corridor Tax Finance District

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

In 2005, the City began to allocate a portion of the captured tax revenues generated by the new development within the District to support the City's General Fund, as well as those of other taxing authorities such as the County and Concord School District. This had no negative impact on the District's ability to meet current debt service or maintenance cost obligations, as real estate development within the District has significantly surpassed the expectations of the City's original financial pro forma.

The amount of increment initially allocated to support the City's General Fund and other taxing authorities in FY 2005 was \$16,462,800. In FY 2021, the City will allocate \$33,545,754 of incremental assessed value created in the District, which represents 66% of total incremental assessed valuation, to support the City's General Fund and other taxing authorities. It is projected that the \$33,545,754 allocated assessed value will yield approximately \$950,539 in revenues for the City's General Fund, as well as the other taxing authorities.

The remaining \$17,281,146 of incremental assessed value created in the NEOCTIF shall be retained to support the District's debt service and operating costs.

The NEOCTIF District was originally set to terminate at the end of FY 2019. However, this date was subsequently extended due to the appropriation of \$1,050,000, including \$600,000 in bonds, to acquire the former Tsunis property for the extension of Storrs Street to Constitution Avenue, as set forth within the City's Capital Improvement Program (CIP Project #18). The \$600,000 bond issuance was sold in January 2015 with a 20-year term, thereby extending the District's sunset date to FY 2037.

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

In addition, potential improvements associated with the Storrs Street / North Main Street intersection, which is located outside of the NEOCTIF District, are also programmed in FY 2021 in CIP #34 (\$400,000).

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

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

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

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Sears Block Tax Finance District

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

Property tax revenues generated by the incremental assessed value are retained by the District to support debt service and operating expenses. This value includes all new development within the District which has been constructed since its establishment in 2003, but excludes those properties currently receiving RSA 79-E Community Revitalization Tax Relief Incentives. Such properties include 5-7 South State Street and 15-17 Pleasant Street (RSA 79-E is projected to expire on March 31, 2025 for both, respectively), as well as 10 Pleasant Street Extension.

Since its inception in 2003, the City has appropriated \$22,944,840 for infrastructure improvements and other investments within the District. Of this total, \$9,672,000 were TIF funds, and \$13,272,840 were from other funding sources.

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

The FY 2021 budget continues the practice of transferring TIF revenues to the General Fund and Parking Fund for the purposes of: 1) reimbursing these funds for past investments in the Capital Commons/Storrs Street Parking Garage project, and 2) transferring debt service costs traditionally supported by the General Fund and Parking Fund for the Storrs Street Parking Garage Project to the SBTIF.

Specifically, in FY 2021, the SBTIF will transfer \$454,060 to the General Fund, as follows:

- 1) \$23,435 in Administrative Fees associated with management and administration of the SBTIF District;
- 2) \$175,195 to support debt service payments associated with those portions of the Main Street Project (CIP #460) which are located within the SBTIF. This figure excludes debt service associated with burying aerial utilities on South Main Street, as those debt costs are paid from the SBTIF District directly;
- 3) \$39,875 to support cleaning and maintenance operations carried out by the Downtown Services Team within the SBTIF District, as initiated in FY 2017. Approximately 53% of the Main Street Complete Streets Project is located within the SBTIF; therefore, financial support, to the extent the TIF can afford to make such investments, is appropriate.
- 4) \$215,555 for current and past debt service associated with the \$2,281,500 General Fund supported bond issued for the Capital Commons/Storrs Street Parking Garage Project in 2007.

The SBTIF will also transfer \$316,675 to the Parking Fund in FY 2021. As initiated in FY 2016, the SBTIF will continue to absorb a portion of debt service payments associated with \$7,109,000 in Parking Fund supported bonds previously issued for the Capital Commons/Storrs Street Parking Garage Project in 2005 and 2007. In addition, beginning in FY 2021, the SBTIF will support new debt service payments associated with security cameras recently installed in the Storrs Street Garage (\$95,000; FY 2019), as well as \$1,060,000 for repairs and renovation of the Storrs Street Garage appropriated in FY 2020.

The cost of maintaining landscaping and plazas at the Storrs Street Parking Garage is included within the SBTIF, as are the costs of maintaining the grounds at the former NH Employment Security building at 32 South Main Street.

When the SBTIF District was first established in 2003, it was anticipated that it would terminate when debt service was to be fully repaid on June 30, 2027. This date was subsequently extended to FY 2039 due to the appropriation of \$1,990,000 in bonded debt for redevelopment of the NH Employment Security Property at 32-34 South Main Street, \$1.52 million in bonded debt for installation of underground utilities within a section of South Main Street, and \$2.5 million in bonded debt for the construction of CIP #460 Downtown Complete Streets Project. However, this date may fluctuate depending upon future development in the District creating incremental value, or additional investments in infrastructure improvements supported by the District.

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

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

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Penacook Village Tax Increment Finance District

The FY 2021 projected total incremental assessed value of new real estate development within the Penacook Village TIF (PVTIF) District is \$4,210,100. This amount is largely associated with the new medical office building located at 4 Crescent Street, as well as Phase I of the Caleb Development Corporation's Penacook Landing housing development located at 33 Canal Street. This amount is captured by the PVTIF District and is available to support the District's operating, administration, and debt service costs.

The City's total capital investment in the PVTIF District has been \$5,999,497, of which \$485,000 was directly supported by the TIF District. This estimate includes monies expended by the City on the acquisition, cleanup, and redevelopment of the former Allied Leather Tannery and Amazon Realty sites prior to the establishment of the PVTIF in 2010, as well as a \$500,000 Community Development Block Grant for site improvements associated with the Caleb Development Corporation Project in 2019.

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

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

Presently, the PVTIF District is scheduled to terminate when existing debt service is fully repaid on June 30, 2035. However, this date will likely be extended should the City Council approve any additional appropriations to support redevelopment of the remaining City-owned portion of the former Allied Leather Tannery (CIP #508), or any other privately owned property within the District, as well as design and construction of the new Riverfront Park as contemplated in CIP #567.

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CIP Introduction & Overview

Municipalities are empowered by NH RSA 674:5 to create a Capital Improvement Program (CIP) for the purpose of planning for the orderly and coordinated implementation of capital investments in facilities, infrastructure, and equipment for a period of at least six years. In Concord, capital projects are funded by a variety of sources, including, but not limited to, the General Fund (general obligation bonds, capital transfers/outlays, and reserve funds); impact fees, bonds and capital transfers supported by Enterprise Funds (airport, arena, golf, parking, water and sewer funds); as well as State and Federal grants. The City has been diligently preparing a CIP as part of its annual budget process since the early 1990s. In Concord, the process of preparing a CIP is governed, in part, by Article 2-2 of the City Code of Ordinances.

Since FY 2011, the City has employed a 10 year planning horizon for the CIP. This approach allows the City to better schedule major capital expenditures in order to help avoid spikes in the City's tax rate, as well as rates and charges assessed by the City's various enterprise funds.

Although the CIP includes projects scheduled over the next 10 years, the FY 2021 budget only appropriates funding for those projects scheduled for the upcoming fiscal year. Specifically, cash outlays and transfers from the General Fund, various reserve funds, as well as enterprise funds are appropriated as part of the City's annual budget adoption process. The bonded capital budget resolution appropriates most bonded projects at the time of budget adoption thereby alleviating the need to have separate appropriation actions throughout the year. Funding for certain projects has been omitted from the capital resolution – as denoted by an asterisk – as these projects typically require funds from the State/Federal government, or from donations, or other actions in order to move forward. Such projects will be presented for future City Council approval when confirmation for outside funding has been received. In other cases, asterisked projects are still preliminary in nature or are subject to ongoing discussions or negotiations with regulators or other third parties. In addition, projects supported by Tax Increment Financing are also asterisked due to statutorily mandated public hearing processes for appropriations, which shall occur separately from the budget adoption process. Funding commitments for the ensuing “out years” of the CIP (FY 2021 – 2030) will be reviewed as part of the budget adoption process for those respective fiscal years.

The capital improvement plan includes recurring and non-recurring projects. Recurring projects occur more than once during the planning horizon and are generally for the maintenance or replacement of an asset. For example, CIP #2 is for the scheduled replacement of information technology hardware and software that meets the definition of a capital purchase and it is an on-going project. Non-recurring projects are projects that create a new asset or substantially replace an existing one and require a new level of maintenance or staffing that has an associated future operating and maintenance costs. Future costs and revenues are estimated and carried in the operating fund's pro forma. As the project gets closer to the current fiscal year, the project specifications become clearer and associated costs can be refined. For large projects, the design phase typically includes a requirement for estimating operating and maintenance costs. When these costs and revenues come to fruition, they enter the budget through the Program Change Request (PCR) process. The process is designed to identify a change in the level of service delivered. Therefore, a non-recurring project by its very nature changes the level of service delivered to residents. Changes associated with non-recurring CIP projects fit into the PCR process well by providing detailed budgetary information that requires a considerable amount of effort and planning. This planning helps to ensure efficient and effective delivery of the new or expanded service that complements the new asset the City has procured. PCRs are identified in appendix B of the budget book. Since every budget does not have a non-recurring project, the PCRs in appendix B will not always contain non-recurring operating and maintenance costs for a capital project because that project has not come to fruition. When they do, the PCR(s) reflect both the annual costs, one time costs, and the current fiscal year's costs.

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The proposed CIP runs from FY 2021 to FY 2030 and totals for all funding sources combined can be found in the section titled Capital Improvement Summary Listing. Projects for the current fiscal year and their associated funding sources) can be found at the end of this section in the table titled Budget Listing by Funding Source. This table contains all fiscal year 2021 projects. However, not all projects will be funded through the current budget resolutions. Excluded projects are identified with an asterisk in the CIP tables and have been omitted from the capital appropriation in the current fiscal year's budget resolutions. The table Appropriations by Funding Source that immediately follows this section contains the capital appropriation by funding source for this fiscal year's budget appropriation.

Selection and Prioritization of Capital Projects

In keeping with past practice, all capital projects proposed for FY 2021 were reviewed and recommended for funding if they satisfied one or more of the following criteria:

- 1) Project maintains or improves health, safety, or welfare of the general public or City personnel;
- 2) Project affects critically needed maintenance for key infrastructure, facilities, or equipment whereby deferred maintenance would severely impede municipal operations;
- 3) Project results in significant efficiencies or cost savings for delivery of municipal services;
- 4) Project better positions the City to undertake certain priority projects in the future;
- 5) A significant portion of the project can be financed by outside sources other than the General Fund, Special Revenue Funds, or Enterprise Funds; or,
- 6) Project implements a City Council goal or priority.

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Appropriations by Funding Source

	2020 Budget
Airport / G.O. Bonds	\$22,000
Arena / G.O. Bonds	\$505,000
General / G.O. Bonds	\$3,520,000
Parking / G.O. Bonds	\$35,000
Sewer / G.O. Bonds	\$1,550,000
Trans From General / Capital Transfer	\$412,500
Trans From Sewer / Capital Transfer	\$27,000
Trans From Sewer / Mountain Green Reserve	\$30,000
Trans From Trust / Equip Replace Reserve	\$50,000
Trans From Trust / Highway Reserve	\$2,322,000
Trans From Water / Capital Transfer	\$212,000
Water / G.O. Bonds	\$1,181,000
Sub Total	\$9,866,500

Repurposing by Funding Source

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

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

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

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Capital Improvement Program 2021-2030

Project #	Title	Department
2	Information Technology Hardware & Software Replacement	Information Technology
4	Fire Department Vehicle Replacement	Fire
17	Sidewalk, Bikeway and Streetscape Improvements	CD-Engineering Services
18	Storrs Street Extension, North & South	CD-Engineering Services
30	Hoit Road / Whitney Road Intersection Signalization	CD-Engineering Services
31	Broadway / West Street Intersection (McKee Square) Signalization	CD-Engineering Services
34	North Main Street / Storrs Street Intersection Signalization	CD-Engineering Services
36	Manchester Street / Route 3 South	CD-Engineering Services
40	Langley Parkway	CD-Engineering Services
51	White Park	Rec-Grounds
52	Keach Park	Rec-Grounds
54	Russell Martin Park	Rec-Grounds
55	Rolfe Park	Rec-Grounds
56	Rollins Park	Rec-Grounds
57	Gustaf H. Lehtinen Park/Hero's Bridge	CD-Engineering Services
59	Terrill Park	Rec-Grounds
60	Kiwanis (Waterfront) Park	Rec-Grounds
63	City Wide Recreation Facility Improvements	GS-Public Properties
64	Arena Improvements	GS-Public Properties
65	City Hall Renovations	GS-Public Properties
68	Library	Library
71	Runway Protection Zones: Property Acquisition	CD-Engineering Services
72	Runway Pavement Improvements	CD-Engineering Services
75	General Airport Repairs	GS-Public Properties
77	Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	CD-Engineering Services
78	Annual Highway Improvement Program	GS-Highway / Utilities
83	Storm Water Improvements	CD-Engineering Services
84	Water Main Cleaning & Lining	CD-Engineering Services
85	Water Main Replacement	CD-Engineering Services
86	Water Main Construction	CD-Engineering Services
88	Water Plant Improvements	GS-Water
89	Hall Street Waste Water Treatment Plant Odor Control	GS-Sewer
91	Sewer Main Rehabilitation and Construction	CD-Engineering Services
97	Low Avenue Improvements	CD-Community Planning
104	Hall Street Waste Water Treatment Plant Improvements	GS-Sewer
107	Golf Course Club House and Maintenance Buildings	Rec-Grounds
114	Penacook Lake Dam and Spillway Rehabilitation	GS-Water
121	Vehicle & Equipment Replacement Program	GS-Highway / Utilities
124	Water System SCADA Improvements	GS-Water
130	Multi-Function Photocopy Machines	Finance Purchasing

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Project #	Title	Department
230	Opticom Replacement	Fire
235	Golf Course Grounds Improvements	Rec-Grounds
244	Water Meter Replacement Program	GS-Water
252	Fire Station Improvements	Fire
275	Sewer Pump Station Improvements	GS-Sewer
283	Traffic Signals and Traffic Operations Improvements	CD-Engineering Services
297	Geographic Information Systems (GIS)	CD-Engineering Services
305	Fire Department Communications Equipment	Fire
321	Water System Master Plan & Implementation	GS-Water
323	Combined Operations & Maintenance Facility (COMF) Improvements	GS-Public Properties
335	Thermal Imaging Cameras	Fire
345	Water Supply Well Field Maintenance	GS-Water
347	Water Storage Tank Repairs	GS-Water
358	Garrison Park	Rec-Grounds
359	Merrill Park	Rec-Grounds
360	Kimball Park	Rec-Grounds
368	Police Department Communications Equipment	Police - Operations
370	Police Department Ballistic Vest Replacement Program	Police - Operations
372	Water System Pump Station Improvements	GS-Water
375	Fire Department Boats	Fire
376	Fire Department Hose & Equipment Replacement	Fire
380	Neighborhood Safety Improvements	CD-Engineering Services
381	Landfill Closure and Maintenance	GS-Solid Waste
383	New Airport Terminal Building	CD-Engineering Services
403	Parking Division Vehicle Replacement Program	Police - Operations
410	Sewer Video Inspection Equipment	GS-Sewer
432	North State Street Parking Garage (Formerly Firehouse Block)	City Manager /Operation
433	School Street Parking Garage (Formerly Durgin Block)	Police - Operations
447	Landfill Soil Vapor Extraction Systems	GS-Solid Waste
451	Leak Detection	GS-Water
466	Penacook Waste Water Treatment Plant Improvements	GS-Sewer
468	Reconstruct Taxiway A & Itinerant Ramp	CD-Engineering Services
471	Airport Fuel Farm	CD-Engineering Services
477	Library Equipment Replacement	Library
482	Water System Asset Management	GS-Water
484	Police Station Improvements	Police - Operations
492	Runway Protection Zone (RPZ) Obstruction Removal	CD-Engineering Services
502	Whitney Road Extension	CD-Engineering Services
505	South Main Street Corridor Improvements	CD-Engineering Services
515	Golf Course Winter Recreation Improvements	Rec-Grounds
518	Bridge and Dam Maintenance / Repairs	CD-Engineering Services

TIF Districts & CIP Summary

Project #	Title	Department
519	Manchester Street/Old Turnpike Road Intersection Improvements	CD-Engineering Services
520	Intersection Safety Improvements	CD-Engineering Services
521	Police Firearms Range Improvements	Police - Operations
527	Fire Department EMS Equipment Replacement	Fire
528	Pocket Parks	Rec-Grounds
529	Storrs Street Parking Garage (Formerly Capital Commons)	City Manager /Operation
530	Golf Course Equipment	Rec-Grounds
534	Tie Down Rehabilitation and Expansion	CD-Engineering Services
541	Regional Drive/Chenell Drive Intersection Improvements	CD-Engineering Services
543	Merrimack River Greenway Trail Project	CD-Engineering Services
550	Roundabout Maintenance	CD-Engineering Services
551	Library Maintenance	GS-Public Properties
555	Handgun Replacement	Police - Operations
557	Memorial Field	Rec-Grounds
560	Fire Training Facility	Fire
561	Fire Alarm Infrastructure Replacement	Fire
563	Master Plan Update	CD-Community Planning
567	Penacook Riverfront Parks	Rec-Grounds
569	Parks and Cemeteries Small Turf Equipment	Rec-Grounds
570	Pleasant/Warren/Fruit Intersection Round About	CD-Engineering Services
571	I-393/Horseshoe Pond Drainage Improvements	CD-Engineering Services
572	Airport Master Plan	CD-Engineering Services
573	Fire Department Personnel Protective Equipment	Fire
575	Police Vehicle & Equipment Replacement	Police - Operations
579	Downtown Squares	GS-Public Properties
583	East Concord Fire Station	Fire
587	Cemetery Improvements	Rec-Grounds
588	Loudon Road Bridge Improvement Project	CD-Engineering Services
589	Downtown Corridor Streetscape Improvement Project	CD-Engineering Services
590	Downtown Civic District Sidewalk Replacement	CD-Engineering Services
594	New Central Fire Station	Fire
595	Parking Meters	Police - Operations
596	Surface Lots	Police - Operations
597	Parking Beacons	Police - Operations
598	TASER Replacement	Police - Operations
599	Zoning Update	CD-Community Planning
600	Impact Fee Ordinance Update	CD-Community Planning
601	Design Guidelines Update	CD-Community Planning
602	Iron Works Road Bridge Replacement Project	CD-Engineering Services
603	Washington Street Bridge Replacement Project	CD-Engineering Services
609	Main Street Sign Panels	CD-Community Planning

TIF Districts & CIP Summary

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

City of Concord, New Hampshire

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

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Base Value for Debt Limits (1)	\$ 4,020,634,140	\$ 3,851,394,810	\$ 3,688,748,087	\$ 3,877,480,169	\$ 4,050,513,509	\$ 3,911,961,065	\$ 4,001,809,256	\$ 4,033,007,307	\$ 4,224,516,413	\$ 4,400,883,875
Legal Debt Limits (% of Base Value)										
General - 1.75% thru 1998, 3% 1999 on (2)	\$ 120,619,024	\$ 115,541,844	\$ 110,662,443	\$ 116,324,405	\$ 121,515,405	\$ 117,358,832	\$ 120,054,278	\$ 120,990,219	\$ 126,735,492	\$ 132,026,516
Water - 10% (2)	\$ 402,063,414	\$ 385,139,481	\$ 368,874,809	\$ 387,748,017	\$ 405,051,351	\$ 391,196,107	\$ 400,180,926	\$ 403,300,731	\$ 422,451,641	\$ 440,088,388
Issued Debt at June 30										
Total Issued Debt at June 30	\$ 66,429,838	\$ 66,632,593	\$ 67,234,223	\$ 69,162,800	\$ 72,161,009	\$ 76,554,459	\$ 81,679,007	\$ 89,693,668	\$ 94,920,956	\$ 98,135,097
Less Water Fund	(11,435,119)	(11,768,711)	(11,930,388)	(12,802,341)	(12,718,866)	(12,909,306)	(14,595,612)	(15,943,403)	(15,950,744)	(15,599,418)
Less Sewer Fund (3)	(15,519,027)	(13,973,463)	(14,059,897)	(14,819,785)	(14,228,732)	(13,770,736)	(16,861,971)	(18,773,712)	(19,429,743)	(19,740,561)
Less Tax Increment Debt (3)	(10,899,000)	(10,130,000)	(9,347,000)	(8,965,400)	(8,095,400)	(7,947,200)	(7,206,400)	(6,586,400)	(5,981,400)	(5,501,400)
Less Landfill Debt (3)	(1,136,332)	(900,425)	(668,901)	(442,001)	(218,732)	-	-	-	-	-
Authorized Unissued at June 30										
Total Authorized Unissued Debt at June 30	7,850,672	5,367,672	6,033,172	5,495,000	10,462,220	3,209,305	14,827,958	16,769,126	13,849,075	9,009,326
Less Golf Fund	-	(80,000)	(80,000)	(80,000)	(60,000)	(93,000)	(60,000)	(3,000)	(3,000)	-
Less Arena Fund	-	(475,000)	-	-	-	-	-	(76,500)	(3,000)	-
Less Solid Waste Fund	-	-	-	-	-	-	-	-	-	-
Less Water Fund	(697,000)	(175,000)	(150,000)	-	-	(136)	(36,500)	(136,500)	(36,500)	(791,700)
Less Sewer Fund (3)	(392,672)	(552,672)	(2,168,172)	-	-	-	(36,500)	(136,500)	(36,500)	(356,500)
Less Tax Increment Debt (3)	(285,000)	(285,000)	-	-	-	-	-	-	-	-
Total Debt Subject to general limit	\$ 33,916,360	\$ 33,659,994	\$ 34,863,037	\$ 37,548,273	\$ 47,301,499	\$ 45,043,386	\$ 57,709,982	\$ 64,806,779	\$ 67,329,144	\$ 65,154,844
Legal Debt Margin										
General	86,702,665	81,881,850	75,799,406	78,776,132	74,213,906	72,315,446	62,344,296	56,183,440	59,400,348	66,871,672
Water Fund	389,931,295	373,195,770	356,794,421	374,945,676	392,332,485	378,286,665	385,548,813	387,220,828	406,464,397	423,697,270
% of Legal Debt Limits Used										
General	28.1%	29.1%	31.5%	32.3%	38.9%	38.4%	48.1%	53.6%	53.1%	49.3%
Water Fund	2.8%	3.1%	3.2%	3.3%	3.1%	3.3%	3.6%	4.0%	3.8%	3.5%

Data Source
Audited Financial Statements

Notes:

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

City of Concord, New Hampshire

Ratios of Outstanding Debt by Debt Type Last Ten Fiscal Years

Fiscal Year	Governmental Activities	Business-Type Activities	Total Primary Government	Per Capita	Percentage of Personal Income	Percentage of Estimated Actual Taxable Value of Property
	General Obligation Bonds	General Obligation Bonds				
2019	\$ 65,295,547	\$ 36,976,773	\$ 102,272,320	\$ 2,356	7.29%	2.45%
2018	60,259,916	37,920,176	98,180,092	2,206	7.15%	2.36%
2017	53,849,403	35,844,265	89,693,668	2,038	6.70%	2.22%
2016	49,375,887	32,810,121	82,186,008	2,206	6.38%	2.12%
2015	48,874,693	27,679,766	76,554,459	1,804	5.94%	2.03%
2014	44,125,550	28,035,460	72,161,010	1,701	5.65%	2.11%
2013	40,430,476	28,732,324	69,162,800	1,615	5.51%	2.00%
2012	40,161,251	27,072,972	67,234,223	1,569	5.50%	2.03%
2011	40,031,119	26,601,474	66,632,593	1,557	5.45%	1.74%
2010	38,882,692	27,547,146	66,429,838	1,503	6.84%	1.64%

City of Concord, New Hampshire

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

Fiscal Year	Local Assessed Value (1)			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						
2019	\$ 2,462,226,874	\$ 1,602,481,857	\$ 203,135,500	\$ 4,267,844,231	\$ 87,033,611	\$ 4,180,810,620	\$ 25.44	\$ 4,430,221,635	96.3%
2018	2,341,028,799	1,531,794,890	188,082,990	4,060,906,679	30,676,314	4,030,230,365	25.38	4,253,023,855	95.5%
2017	2,258,430,650	1,526,604,188	177,017,200	3,962,052,038	31,281,237	3,930,770,801	24.77	4,061,020,935	97.6%
2016	2,168,810,800	1,539,035,833	178,446,300	3,886,292,933	32,958,740	3,853,334,193	24.36	4,033,984,178	96.3%
2015	2,101,417,750	1,534,639,311	161,176,300	3,797,233,361	33,688,716	3,763,544,645	23.58	3,942,193,209	96.3%
2014	2,074,759,050	1,584,155,007	167,511,600	3,826,425,657	33,299,807	3,793,125,850	22.59	4,074,453,253	93.9%
2013	2,087,208,900	1,614,705,822	166,101,300	3,868,016,022	35,915,240	3,832,100,782	21.61	3,899,194,377	99.2%
2012	2,139,560,300	1,419,233,200	165,340,900	3,724,134,400	37,130,879	3,687,003,521	21.70	3,708,962,523	100.4%
2011	2,299,881,800	1,424,486,800	152,774,300	3,877,142,900	42,168,733	3,834,974,167	20.35	3,871,416,766	100.1%
2010	2,508,467,100	1,434,618,400	152,792,400	4,095,877,900	42,345,930	4,053,531,970	18.98	4,044,243,693	101.3%

Data Sources:

(1) State MS-1 Report of Assessed Values

(2) NH Department of Revenue Administration's Annual Equalization Survey

City of Concord, New Hampshire

Fund Balances, Governmental Funds

Last Ten Fiscal Years

(modified accrual basis of accounting)

	2010	2011 ⁽¹⁾	2012	2013	2014	2015	2016	2017	2018	2019
General Fund										
Reserved	\$ 966,768	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved	7,025,545	-	-	-	-	-	-	-	-	-
Nonspendable	-	181,815	152,871	152,871	152,871	152,871	168,027	212,814	375,704	380,210
Restricted	-	-	-	-	-	-	-	-	-	-
Committed	-	4,316,925	4,938,869	4,729,164	3,416,913	3,265,799	4,106,177	5,271,321	4,791,914	5,354,512
Assigned	-	1,355,353	894,000	935,000	750,000	960,000	930,000	975,000	975,000	1,400,000
Unassigned	-	6,736,075	8,168,250	9,079,250	9,879,330	10,171,068	10,735,579	11,015,079	11,371,395	11,769,490
Total General Fund	\$ 7,992,313	\$ 12,590,168	\$ 14,153,990	\$ 14,896,285	\$ 14,199,114	\$ 14,549,738	\$ 15,939,783	\$ 17,474,214	\$ 17,514,013	\$ 18,904,212
Other Governmental Funds										
Reserved	\$ 10,652,150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved:										
Special Revenue Funds	8,124,307	-	-	-	-	-	-	-	-	-
Capital Project Funds	3,500,587	-	-	-	-	-	-	-	-	-
Debt Service	1,248,100	-	-	-	-	-	-	-	-	-
Nonspendable	-	9,239,526	9,394,226	10,335,606	12,004,524	12,631,335	11,465,110	12,586,124	13,547,616	11,229,848
Restricted	-	4,214,191	2,803,781	3,148,961	9,539,642	11,848,567	11,105,618	13,594,542	11,556,505	17,159,828
Committed	-	10,842,872	9,916,209	7,765,227	5,109,805	6,977,411	5,439,600	4,083,185	3,038,764	4,903,220
Assigned	-	-	-	-	-	-	-	-	-	-
Unassigned	-	(915)	(1,290)	-	(1,329,031)	(726,422)	(2,091,373)	(2,180,891)	(4,747,101)	(2,462,365)
Total Other Funds	\$ 23,525,144	\$ 24,295,674	\$ 22,112,926	\$ 21,249,794	\$ 25,324,940	\$ 30,730,891	\$ 25,918,955	\$ 28,082,960	\$ 23,395,784	\$ 30,830,531

Data Source:

Audited Financial Statements

(1) Beginning with FY11, the presentation of Fund Balance conforms with Government Accounting Standards Board Statement No. 54

**FISCAL YEAR 2021
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

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

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2021
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

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

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2021
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

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

**FISCAL YEAR 2021
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

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

**FISCAL YEAR 2021
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
<u>Water</u>								
2	Information Technology Hardware & Software Replacement	23,500	0	0	23,500	0	0	0
85	Water Main Replacement	798,056	370,000	428,056	0	0	0	0
88	Water Plant Improvements	255,000	250,000	0	5,000	0	0	0
114	Penacook Lake Dam and Spillway Rehabilitation	175,000	175,000	0	0	0	0	0
121	Vehicle & Equipment Replacement Program	266,000	266,000	0	0	0	0	0
124	Water System SCADA Improvements	30,000	0	0	30,000	0	0	0
244	Water Meter Replacement Program	100,000	0	0	100,000	0	0	0
297	Geographic Information Systems (GIS)	3,500	0	0	3,500	0	0	0
321	Water System Master Plan & Implementation	50,000	0	0	50,000	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	110,000	110,000	0	0	0	0	0
451	Leak Detection	10,000	10,000	0	0	0	0	0
	Subtotal Water	1,821,056	1,181,000	428,056	212,000	0	0	0
	Less *	0	0	0	0	0	0	0
	Total Water	1,821,056	1,181,000	428,056	212,000	0	0	0

**FISCAL YEAR 2021
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

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