

TIF Districts & CIP Summary

<u>Budget Summary</u>	2020	2021	2021	2021	2022
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Capital Projects	\$16,239,557	\$10,844,504	\$17,408,094	\$8,913,508	\$12,042,749
North End Opp Cor TIF District	\$497,857	\$494,675	\$494,675	\$453,485	\$368,325
Sears Block TIF District	\$1,211,932	\$1,233,900	\$1,233,900	\$1,157,880	\$1,049,830
Penacook Village TIF District	\$588,583	\$149,735	\$149,735	\$148,135	\$206,260
Sub Total	\$18,537,929	\$12,722,814	\$19,286,404	\$10,673,008	\$13,667,164
Expense					
Capital Projects	\$16,239,557	\$10,844,504	\$17,408,094	\$10,285,623	\$12,042,749
North End Opp Cor TIF District	\$224,634	\$244,985	\$244,985	\$244,985	\$245,810
Sears Block TIF District	\$1,034,579	\$1,231,445	\$1,231,445	\$1,232,085	\$1,200,550
Penacook Village TIF District	\$548,217	\$58,095	\$58,095	\$51,685	\$81,125
Sub Total	\$18,046,988	\$12,379,029	\$18,942,619	\$11,814,378	\$13,570,234

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 \$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 \$93,226,146 in new assessed value generated by several real estate development projects (FY 2022 estimate). This figure has decreased approximately \$5.1 million from FY 2021 due to the COVID-19 Pandemic.

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 \$47,223,835 in new private development (FY 2022 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 \$39,221,971 in new private development (FY 2022 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 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 \$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. However, this figure excludes \$4,780,000 as appropriated by the City Council on April 12, 2021 for CIP #30 Hoit Road (US Route 4) / Whitney Road intersection improvement project, of which \$4,240,000 shall be supported by PVTIF funds. These funds were appropriated in conjunction with a Development Agreement between the City and Interchange Development L.L.C. regarding a commercial industrial development located on 43 acres at 1 Whitney Road.

To date, the City's investment in TIF improvements has yielded \$6,780,340 in new private development (FY 2022 estimate). Presently, the PVTIF District encompasses approximately 243 acres.

TIF Districts & CIP Summary

<u>NEOCTIF Fund Summary</u>	2021 Revised	2021 Projected	2022 Budget
Revenue	\$494,675	\$453,485	\$368,325
Expense	\$244,985	\$244,985	\$245,810
Net Income (Loss)		\$208,500	\$122,515
Beginning Working Capital		\$1,913,914	\$2,122,414
Ending Working Capital		\$2,122,414	\$2,244,929

<u>NEOCTIF Fund Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Property Taxes	\$475,442	\$489,675	\$489,675	\$451,670	\$366,025
Investment Income	\$22,416	\$5,000	\$5,000	\$1,815	\$2,300
Total Revenue	\$497,857	\$494,675	\$494,675	\$453,485	\$368,325
Expense					
Outside Services	\$11,520	\$24,630	\$24,630	\$24,630	\$24,880
Debt Service	\$44,431	\$43,240	\$43,240	\$43,240	\$42,040
Transfer Out	\$168,683	\$177,115	\$177,115	\$177,115	\$178,890
Total Expense	\$224,634	\$244,985	\$244,985	\$244,985	\$245,810

TIF Districts & CIP Summary

North End Opportunity Corridor Tax Finance District

The FY 2022 projected total incremental assessed value of new development constructed within the NEOCTIF District is \$47,223,835. This is a reduction of approximately \$3.6 million from the FY 2021 budget of \$50,826,900 due to the COVID-19 Pandemic.

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 2022, the City will allocate \$33,545,754 of incremental assessed value created in the District, to support the City's General Fund and other taxing authorities. It is projected that the \$33,545,754 allocated assessed value will yield approximately \$897,684 in revenues for the City's General Fund, as well as the other taxing authorities.

The remaining \$13,678,081 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.

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 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) included \$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 dollars were asterisked in the CIP, meaning that funding was not appropriated at the time of budget adoption. Rather, the appropriation process for these funds shall occur in the future once the NEOCTIF District Development Program and Financing Plan is amended to include the project as set forth within NH RSA 162-K (New Hampshire's Tax Increment Finance statute) and the City is prepared to move forward with design and construction of Storrs Street Extension North.

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

TIF Districts & CIP Summary

<u>SBTIF Fund Summary</u>	2021 Revised	2021 Projected	2022 Budget
Revenue	\$1,233,900	\$1,157,880	\$1,049,830
Expense	\$1,231,445	\$1,232,085	\$1,200,550
Net Income (Loss)		(\$74,205)	(\$150,720)
Beginning Working Capital		\$521,489	\$447,284
Ending Working Capital		\$447,284	\$296,564

<u>SBTIF Fund Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Property Taxes	\$1,204,765	\$1,225,900	\$1,225,900	\$1,157,550	\$1,049,580
Investment Income	\$7,166	\$8,000	\$8,000	\$330	\$250
Total Revenue	\$1,211,932	\$1,233,900	\$1,233,900	\$1,157,880	\$1,049,830
Expense					
Outside Services	\$41,157	\$36,270	\$36,270	\$32,730	\$44,765
Utilities	\$1,397	\$0	\$0	\$1,180	\$1,200
Debt Service	\$305,590	\$424,440	\$424,440	\$424,440	\$388,410
Transfer Out	\$686,435	\$770,735	\$770,735	\$773,735	\$766,175
Total Expense	\$1,034,579	\$1,231,445	\$1,231,445	\$1,232,085	\$1,200,550

TIF Districts & CIP Summary

Sears Block Tax Finance District

The FY 2022 projected total incremental assessed value of new development constructed within the Sears Block TIF (SBTIF) District is \$39,221,971. This is a decrease of approximately \$4,034,800 from the FY 2021 budgeted amount of \$43,256,788 due to the COVID-19 Pandemic.

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 2022 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 2022, the SBTIF will transfer \$446,635 to the General Fund, as follows:

- 1) \$23,670 in Administrative Fees associated with management and administration of the SBTIF District;
- 2) \$175,395 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) \$42,275 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) \$210,295 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 \$319,540 to the Parking Fund in FY 2022. 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.

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 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 Project (which are authorized, but unissued bonds). This date may fluctuate depending upon future development in the District creating incremental value, or additional investments in infrastructure improvements supported by the District.

TIF Districts & CIP Summary

<u>PVTIF Fund Summary</u>	2021 Revised	2021 Projected	2022 Budget
Revenue	\$149,735	\$148,135	\$206,260
Expense	\$58,095	\$51,685	\$81,125
Net Income (Loss)		\$96,450	\$125,135
Beginning Working Capital		\$142,903	\$239,353
Ending Working Capital		\$239,353	\$364,488

<u>PVTIF Fund Detail</u>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Property Taxes	\$78,256	\$146,435	\$146,435	\$147,500	\$202,935
Investment Income	\$11,227	\$1,000	\$1,000	\$635	\$1,000
Other Revenue	\$499,100	\$2,300	\$2,300	\$0	\$2,325
Total Revenue	\$588,583	\$149,735	\$149,735	\$148,135	\$206,260
Expense					
Outside Services	\$10,540	\$17,680	\$17,680	\$11,270	\$38,475
Debt Service	\$33,127	\$32,280	\$32,280	\$32,280	\$31,430
Transfer Out	\$504,550	\$8,135	\$8,135	\$8,135	\$11,220
Total Expense	\$548,217	\$58,095	\$58,095	\$51,685	\$81,125

TIF Districts & CIP Summary

Penacook Village Tax Increment Finance District

The FY 2022 projected total incremental assessed value of new real estate development within the Penacook Village TIF (PVTIF) District is \$6,780,340. 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 to date is \$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.

This figure excludes \$4,780,000 as appropriated by the City Council on April 12, 2021 for CIP #30 Hoit Road (US Route 4) / Whitney Road intersection improvement project, of which \$4,240,000 shall be PVTIF supported bonds. These funds were appropriated in conjunction with a Development Agreement between the City and Interchange Development L.L.C. regarding a commercial industrial development located on 43 acres at 1 Whitney Road.

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 Contocook River for a future river front park (CIP #567).

The FY 2022-2031 Capital Improvement Program (CIP) includes \$110,000 of recreational impact fees in FY 2022 to design and permit CIP #567 Penacook Riverfront Park. Construction is tentatively included in FY 2023. The total projected cost of the CIP #567 is \$1,375,000, of which \$775,000 is projected to be supported by the Penacook Village Tax Increment Finance District. The Penacook Village TIF District Development Program and Finance Plan was amended on April 12, 2021 by the City Council to include this project.

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 existing debt service is fully repaid. Including appropriations for CIP #30, approved on April 12, 2021, as well as future anticipated PVTIF appropriations for CIP #567, the projected termination date for the Penacook Village Tax Increment Finance District is currently FY 2044. This date may fluctuate depending upon future development in the District creating incremental value, or additional investments in infrastructure improvements supported by the District.

TIF Districts & CIP Summary

CIP Introduction & Overview

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

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

Although the CIP includes projects scheduled over the next 10 years, the FY 2022 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 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) are also typically asterisked due to unique statutorily mandated public hearing processes for TIF supported appropriations. Funding commitments for the ensuing “out years” of the CIP (FY 2023 – 2031) shall be reviewed as part of the budget adoption process for those respective fiscal years.

The capital improvement plan includes recurring and non-recurring projects. Recurring projects occur more than once during the planning horizon and are generally for the maintenance or replacement of existing assets. 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 those which create a new asset, or substantially replace an existing one, and therefore 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.

The design phase for larger capital facilities typically includes a requirement for estimating operating and maintenance costs. When these costs and revenues come to fruition, they are entered into the budget through the Program Change Request (PCR) process. The process is designed to identify a change in the level of service delivered, and costs related thereto. A non-recurring project by its very nature changes the level of service delivered to residents.

Using the PCR process to incorporate new or expanded operating costs or revenues associate with a Capital Project works well as PCRs include detailed budgetary information, which requires a considerable amount of effort and planning to prepare. This planning helps to ensure efficient and effective delivery of the new or expanded services 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 capital improvement project, the PCRs in appendix B do 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 one time, as well as annually recurring revenues and expenditures related thereto.

TIF Districts & CIP Summary

The proposed CIP runs from FY 2022 to FY 2031, 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 FY 2022 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 2022 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;
- 6) Project shall result in the completion of the final phase of a previously initiated capital project; or,
- 7) Project implements a City Council goal or priority.

TIF Districts & CIP Summary

Appropriations by Funding Source

	2022 Budget
Arena / G.O. Bonds	\$160,000
General / G.O. Bonds	\$4,635,000
Golf / G.O. Bonds	\$140,000
Parking / G.O. Bonds	\$30,000
Sewer / G.O. Bonds	\$2,555,000
Trans From Airport / Capital Transfer	\$10,000
Trans From General / Capital Transfer	\$268,790
Trans From Impact Fee Fund / Rec District 1	\$110,000
Trans From Parking / Capital Transfer	\$22,000
Trans From Sewer / Capital Transfer	\$62,375
Trans From Sewer / Mountain Green Reserve	\$75,000
Trans From Trust / Equip Replace Reserve	\$160,000
Trans From Trust / Highway Reserve	\$2,710,000
Trans From Water / Capital Transfer	\$176,375
Water / G.O. Bonds	\$280,000
Sub Total	\$11,394,540

Repurposing by Funding Source

General / Capital Close-out	\$424,546
Parking / Capital Close-out	\$4,710
Sewer / Capital Close-out	\$202,281
Water / Capital Close-out	\$16,672
Sub Total	\$648,209
Total	\$12,042,749

TIF Districts & CIP Summary

<u>Appropriations and Repurposing by Department</u>	2022 Budget
Finance Purchasing	
631 Multi-Function Photocopy Machines	\$39,000
Sub Total	\$39,000
Information Technology	
2 Information Technology Hardware & Software Replacement	\$281,007
Sub Total	\$281,007
Police - Operations	
368 Police Department Communications Equipment	\$100,000
403 Parking Division Vehicle and Equipment Replacement Program	\$10,710
575 Police Vehicle & Equipment Replacement	\$210,000
595 Parking Meters	\$40,000
616 Parking Division Technology	\$6,000
630 Police Computer Crimes Hardware and Equipment	\$35,000
Sub Total	\$401,710
Fire	
4 Fire Department Vehicle Replacement	\$765,000
230 Opticom Replacement	\$15,000
335 Thermal Imaging Cameras	\$35,000
561 Fire Alarm Infrastructure Replacement	\$95,000
573 Fire Department Personnel Protective Equipment	\$30,000
Sub Total	\$940,000
GS-Highway / Utilities	
78 Annual Highway Improvement Program	\$2,375,000
121 Vehicle & Equipment Replacement Program	\$1,655,000
Sub Total	\$4,030,000
GS-Public Properties	
63 City Wide Recreation Facility Improvements	\$270,000
64 Arena Improvements	\$160,000
65 City Hall Renovations	\$707,579
75 General Airport Repairs	\$10,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	\$355,000
551 Library Maintenance	\$160,000
Sub Total	\$1,662,579

TIF Districts & CIP Summary

<u>Appropriations and Repurposing by Department (continued)</u>	2022 Budget
GS-Water	
124 Water System SCADA Improvements	\$30,672
244 Water Meter Replacement Program	\$125,000
347 Water Storage Tank Repairs	\$50,000
451 Leak Detection	\$15,000
Sub Total	\$220,672
 GS-Sewer	
104 Hall Street Waste Water Treatment Plant Improvements	\$2,167,281
275 Sewer Pump Station Improvements	\$75,000
410 Sewer Video Inspection Equipment	\$80,000
466 Penacook Waste Water Treatment Plant Improvements	\$140,000
Sub Total	\$2,462,281
 CD-Engineering Services	
91 Sewer Main Rehabilitation and Construction	\$40,000
283 Traffic Signals and Traffic Operations Improvements	\$220,000
297 Geographic Information Systems (GIS)	\$10,500
518 Bridge and Dam Maintenance / Repairs	\$320,000
Sub Total	\$590,500
 Library	
477 Library Equipment Replacement	\$30,000
Sub Total	\$30,000
 Rec-Grounds	
51 White Park	\$300,000
55 Rolfe Park	\$90,000
56 Rollins Park	\$135,000
235 Golf Course Grounds Improvements	\$420,000
443 City-Wide Community Center	\$80,000
528 Pocket Parks	\$65,000
530 Golf Course Equipment	\$105,000
567 Penacook Riverfront Parks	\$110,000
587 Cemetery Improvements	\$80,000
Sub Total	\$1,385,000
 Total	 \$12,042,749

TIF Districts & CIP Summary

Capital Improvement Program 2022-2031

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 (McKee Square) Signalization	CD-Engineering Services
36	Manchester Street / Route 3 South	CD-Engineering Services
40	Langley Parkway	CD-Engineering Services
43	Garvins Falls Development Area	CD-Engineering Services
51	White Park	Rec-Grounds
52	Keach Park	Rec-Grounds
54	Russell Martin Park	Rec-Grounds
55	Rolfe Park	Rec-Grounds
56	Rollins Park	Rec-Grounds
57	Gustaf H. Lehtinen Park/Hero's Bridge	CD-Engineering Services
59	Terrill Park	Rec-Grounds
60	Kiwanis (Waterfront) Park	Rec-Grounds
63	City Wide Recreation Facility Improvements	GS-Public Properties
64	Arena Improvements	GS-Public Properties
65	City Hall Renovations	GS-Public Properties
68	Library	Library
71	Runway Protection Zones: Property Acquisition	CD-Engineering Services
72	Runway Pavement Improvements	CD-Engineering Services
75	General Airport Repairs	GS-Public Properties
77	Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	CD-Engineering Services
78	Annual Highway Improvement Program	GS-Highway / Utilities
83	Storm Water Improvements	CD-Engineering Services
84	Water Main Cleaning & Lining	CD-Engineering Services
85	Water Main Replacement	CD-Engineering Services
86	Water Main Construction	CD-Engineering Services
88	Water Plant Improvements	GS-Water
89	Hall Street Waste Water Treatment Plant Odor Control	GS-Sewer
91	Sewer Main Rehabilitation and Construction	CD-Engineering Services
97	Low Avenue Improvements	CD-Community Planning
104	Hall Street Waste Water Treatment Plant Improvements	GS-Sewer
107	Golf Course Club House and Maintenance Buildings	Rec-Grounds
114	Penacook Lake Dam and Spillway Rehabilitation	GS-Water
121	Vehicle & Equipment Replacement Program	GS-Highway / Utilities
124	Water System SCADA Improvements	GS-Water
230	Opticom Replacement	Fire
235	Golf Course Grounds Improvements	Rec-Grounds

TIF Districts & CIP Summary

Capital Improvement Program 2022-2031 (continued)

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

TIF Districts & CIP Summary

Capital Improvement Program 2022-2031 (continued)

Project #	Title	Department
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
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	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 Roundabout	CD-Engineering Services
571	I-393/Horseshoe Pond Drainage Improvements	CD-Engineering Services
572	Airport Master Plan	CD-Engineering Services
573	Fire Department Personnel Protective Equipment	Fire
575	Police Vehicle & Equipment Replacement	Police - Operations
579	Downtown Squares	GS-Public Properties
583	East Concord Fire Station	Fire
587	Cemetery Improvements	Rec-Grounds
588	Loudon Road Bridge Improvement Project	CD-Engineering Services
589	Downtown Corridor Streetscape Improvement Project	CD-Engineering Services
590	Downtown Civic District Sidewalk Replacement	CD-Engineering Services
591	Sidewalk Cleanliness	GS-Public Properties
594	New Central Fire Station	Fire
595	Parking Meters	Police - Operations
596	Surface Lots	Police - Operations
597	Parking Beacons	Police - Operations
598	TASER Replacement	Police - Operations

TIF Districts & CIP Summary

Capital Improvement Program 2022-2031 (continued)

Project #	Title	Department
599	Zoning Update	CD-Community Planning
600	Impact Fee Ordinance Update	CD-Community Planning
601	Design Guidelines Update	CD-Community Planning
602	Iron Works Road Bridge Replacement Project	CD-Engineering Services
609	Main Street Sign Panels	CD-Community Planning
611	Eastman Street Retaining Wall	CD-Engineering Services
615	Fiber System Replacement	Information Technology
616	Parking Division Technology	Police - Operations
618	Unmanned Aerial System (UAS)	Police - Operations
620	Police Department Security Fencing	Police - Operations
627	Parking Strategic Plan	City Manager /Operation
629	Police Body Worn Cameras and In-Car Video	Police - Operations
630	Police Computer Crimes Hardware and Equipment	Police - Operations
631	Multi-Function Photocopy Machines	Finance Purchasing
636	Electric Vehicle (EV) Charging Stations	GS-Public Properties

City of Concord, New Hampshire

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

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Base Value for Debt Limits (1)	\$ 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	\$ 4,574,864,938
Legal Debt Limits (% of Base Value)										
General - 1.75% thru 1998, 3% 1999 on (2)	\$ 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	\$ 137,245,948
Water - 10% (2)	\$ 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	\$ 457,486,494
Issued Debt at June 30										
Total Issued Debt at June 30	\$ 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	\$ 101,593,459
Less Water Fund	(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)	(18,448,862)
Less Sewer Fund (3)	(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)	(18,395,589)
Less Tax Increment Debt (3)	(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)	(4,831,400)
Less Landfill Debt (3)	(900,425)	(668,901)	(442,001)	(218,732)	-	-	-	-	-	-
Authorized Unissued at June 30										
Total Authorized Unissued Debt at June 30	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	4,912,426
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	(175,000)	(150,000)	-	-	(136)	(36,500)	(136,500)	(36,500)	(791,700)	(36,500)
Less Sewer Fund (3)	(552,672)	(2,168,172)	-	-	-	(36,500)	(136,500)	(36,500)	(356,500)	(36,500)
Less Tax Increment Debt (3)	(285,000)	-	-	-	-	-	-	-	-	-
Total Debt Subject to general limit	\$ 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	\$ 64,757,034
Legal Debt Margin										
General	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	72,488,914
Water Fund	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	439,001,132
% of Legal Debt Limits Used										
General	29.1%	31.5%	32.3%	38.9%	38.4%	48.1%	53.6%	53.1%	49.3%	47.2%
Water Fund	3.1%	3.2%	3.3%	3.1%	3.3%	3.6%	4.0%	3.8%	3.5%	4.0%

Data Source
Audited Financial Statements

Notes:

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

City of Concord, New Hampshire

Ratios of Outstanding Debt by Debt Type

Last Ten Fiscal Years

Fiscal Year	Governmental Activities		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				
2020	\$ 67,845,016	\$ 13,593	\$ 38,956,607	\$ 106,815,216	\$ 2,448	7.22%	2.46%
2019	65,295,547	23,188	36,976,773	102,295,508	2,356	7.29%	2.45%
2018	60,259,916	32,783	37,920,176	98,212,875	2,206	7.15%	2.36%
2017	53,849,403	-	35,844,265	89,693,668	2,038	6.70%	2.22%
2016	49,375,887	-	32,810,121	82,186,008	2,206	6.38%	2.12%
2015	48,874,693	-	27,679,766	76,554,459	1,804	5.94%	2.03%
2014	44,125,550	-	28,035,460	72,161,010	1,701	5.65%	2.11%
2013	40,430,476	-	28,732,324	69,162,800	1,615	5.51%	2.00%
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%

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						
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%
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%

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)

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
General Fund										
Nonspendable	\$ 181,815	\$ 152,871	\$ 152,871	\$ 152,871	\$ 152,871	\$ 168,027	\$ 212,814	\$ 375,704	\$ 380,210	\$ 811,360
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	5,103,714
Assigned	1,355,353	894,000	935,000	750,000	960,000	930,000	975,000	975,000	1,400,000	1,280,000
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	12,525,950
Total General Fund	\$ 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	\$ 19,721,024
Other Governmental Funds										
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	\$ 11,411,057
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	20,778,744
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	3,017,327
Assigned	-	-	-	-	-	-	-	-	-	-
Unassigned	(915)	(1,290)	-	(1,329,031)	(726,422)	(2,091,373)	(2,180,891)	(4,747,101)	(2,462,365)	(682,657)
Total Other Funds	\$ 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	\$ 34,524,471

Data Source:
Audited Financial Statements

**FISCAL YEAR 2022
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	243,257	0	16,967	226,290	0	0	0
4	Fire Department Vehicle Replacement	765,000	765,000	0	0	0	0	0
51	White Park	300,000	300,000	0	0	0	0	0
55	Rolfe Park	90,000	90,000	0	0	0	0	0
56	Rollins Park	135,000	135,000	0	0	0	0	0
63	City Wide Recreation Facility Improvements	270,000	270,000	0	0	0	0	0
65	City Hall Renovations	707,579	300,000	407,579	0	0	0	0
78	Annual Highway Improvement Program	2,375,000	0	0	0	0	0	2,375,000
121	Vehicle & Equipment Replacement Program	1,235,000	1,235,000	0	0	0	0	0
230	Opticom Replacement	15,000	0	0	0	0	0	15,000
235	Golf Course Grounds Improvements	385,000	385,000	0	0	0	0	0
283	Traffic Signals and Traffic Operations Improvements	220,000	220,000	0	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	175,000	175,000	0	0	0	0	0
335	Thermal Imaging Cameras	35,000	35,000	0	0	0	0	0
368	Police Department Communications Equipment	100,000	100,000	0	0	0	0	0
443	City-Wide Community Center	80,000	80,000	0	0	0	0	0
477	Library Equipment Replacement	30,000	30,000	0	0	0	0	0

CITY OF CONCORD, NEW HAMPSHIRE

**FISCAL YEAR 2022
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

	Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
518 Bridge and Dam Maintenance / Repairs	320,000	0	0	0	0	0	320,000
528 Pocket Parks	65,000	65,000	0	0	0	0	0
543* Merrimack River Greenway Trail Project	1,330,000	330,000	0	0	0	1,000,000	0
551 Library Maintenance	160,000	160,000	0	0	0	0	0
557* Memorial Field	80,000	0	0	0	80,000	0	0
561 Fire Alarm Infrastructure Replacement	95,000	95,000	0	0	0	0	0
567 Penacook Riverfront Parks	110,000	0	0	0	0	0	110,000
573 Fire Department Personnel Protective Equipment	30,000	30,000	0	0	0	0	0
575 Police Vehicle & Equipment Replacement	210,000	50,000	0	0	0	0	160,000
587 Cemetery Improvements	80,000	80,000	0	0	0	0	0
630 Police Computer Crimes Hardware and Equipment	35,000	35,000	0	0	0	0	0
631 Multi-Function Photocopy Machines	39,000	0	0	39,000	0	0	0
Subtotal General	9,718,336	4,965,000	424,546	268,790	80,000	1,000,000	2,980,000
Less *	1,410,000	330,000	0	0	80,000	1,000,000	0
Total General	8,308,336	4,635,000	424,546	268,790	0	0	2,980,000

**FISCAL YEAR 2022
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE**

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
<u>Parking</u>								
403	Parking Division Vehicle and Equipment Replacement Program	10,710	0	4,710	6,000	0	0	0
595	Parking Meters	40,000	30,000	0	10,000	0	0	0
616	Parking Division Technology	6,000	0	0	6,000	0	0	0
	Subtotal Parking	56,710	30,000	4,710	22,000	0	0	0
	Less *	0	0	0	0	0	0	0
	Total Parking	56,710	30,000	4,710	22,000	0	0	0
<u>Airport</u>								
75	General Airport Repairs	10,000	0	0	10,000	0	0	0
	Subtotal Airport	10,000	0	0	10,000	0	0	0
	Less *	0	0	0	0	0	0	0
	Total Airport	10,000	0	0	10,000	0	0	0

**FISCAL YEAR 2022
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	35,000	35,000	0	0	0	0	0
530	Golf Course Equipment	105,000	105,000	0	0	0	0	0
	Subtotal Golf	140,000	140,000	0	0	0	0	0
	Less *	0	0	0	0	0	0	0
	Total Golf	140,000	140,000	0	0	0	0	0
<u>Arena</u>								
64	Arena Improvements	160,000	160,000	0	0	0	0	0
	Subtotal Arena	160,000	160,000	0	0	0	0	0
	Less *	0	0	0	0	0	0	0
	Total Arena	160,000	160,000	0	0	0	0	0

**FISCAL YEAR 2022
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	18,875	0	0	18,875	0	0	0
121	Vehicle & Equipment Replacement Program	140,000	140,000	0	0	0	0	0
124	Water System SCADA Improvements	30,672	0	16,672	14,000	0	0	0
244	Water Meter Replacement Program	125,000	0	0	125,000	0	0	0
297	Geographic Information Systems (GIS)	3,500	0	0	3,500	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	90,000	90,000	0	0	0	0	0
347	Water Storage Tank Repairs	50,000	50,000	0	0	0	0	0
451	Leak Detection	15,000	0	0	15,000	0	0	0
	Subtotal Water	473,047	280,000	16,672	176,375	0	0	0
	Less *	0	0	0	0	0	0	0
	Total Water	473,047	280,000	16,672	176,375	0	0	0

**FISCAL YEAR 2022
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	18,875	0	0	18,875	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	2,167,281	1,965,000	202,281	0	0	0	0
121	Vehicle & Equipment Replacement Program	280,000	280,000	0	0	0	0	0
275	Sewer Pump Station Improvements	75,000	0	0	0	0	0	75,000
297	Geographic Information Systems (GIS)	3,500	0	0	3,500	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	90,000	90,000	0	0	0	0	0
410	Sewer Video Inspection Equipment	80,000	80,000	0	0	0	0	0
466	Penacook Waste Water Treatment Plant Improvements	140,000	140,000	0	0	0	0	0
	Subtotal Wastewater	2,894,656	2,555,000	202,281	62,375	0	0	75,000
	Less *	0	0	0	0	0	0	0
	Total Wastewater	2,894,656	2,555,000	202,281	62,375	0	0	75,000
	Subtotal	13,452,749	8,130,000	648,209	539,540	80,000	1,000,000	3,055,000
	Less *	1,410,000	330,000	0	0	80,000	1,000,000	0
	Grand Total	12,042,749	7,800,000	648,209	539,540	0	0	3,055,000