CITY OF CONCORD

OPERATING BUDGET
AND
CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2023

JULY 1, 2022 – JUNE 30, 2023

For the City of Concord, New Hampshire, as adopted by the Concord City Council on June 9, 2022

City Manager

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Finance Committee Budget Schedule

May 12	(Thursday)		Budget Delivery to City Council
May 19	(Thursday)		Rock 'n' Race
May 23	(Monday)	5:30 PM	City Manager's Fiscal Year 2023 Budget Presentation -Schedule -Transmittal Letter -Budget Summaries -Resolutions -General Fund Revenue Non-Public Session
May 26	(Thursday)	5:30 PM	General Government Public Safety -Police -Fire General Services
May 30	(Monday)		Holiday
June 2	(Thursday)	5:30 PM	Community Development Leisure Services -Library -Parks and Recreation Human Services Capital Improvement Program -TIF Districts -Capital
June 6	(Monday)	5:30 PM	Special Revenue Funds -Inspection -Parking -Airport -Conservation Property -Golf -Arena -Solid Waste Enterprise Funds -Water -Wastewater
June 9	(Thursday)	5:30 PM	Committee Work Session Public Hearings Public Hearing Action (Budget Adoption)

CITY OF CONCORD

New Hampshire's Main Street™

City Manager's Office

Thomas J. Aspell, Jr.
City Manager

May 12, 2022

Honorable Mayor and City Council:

It is my pleasure to submit to you the proposed budget for Fiscal Year 2023. Unlike the past two years that have been dominated by reactions to an evolving pandemic and its related restrictions, Fiscal Year 2023 marks a proactive "restart" to more robustly implement the City Council's vision to improve the quality of service delivery for our residents and business owners. This budget includes the single largest increase in the investment of emergency services in a generation. Capital projects that support public infrastructure improvements will leave a lasting legacy in the community. This budget includes network security improvements that will allow the City to better protect essential informational infrastructure from ever increasing threats pervasive today. This budget also includes a reinvigorated investment in education and training for City employees to allow enhancement of their skills and maintain certifications. In light of the worst global inflationary pressures facing this country in over 40 years, accomplishing all of this while remaining ever cautious of the financial impacts on property owners, is a challenge. All efforts have and will continue to be made to ensure that costs are contained while continuing to provide high quality services.

The General Fund Operating Budget proposes a 4.80% tax rate increase. Included is 1.82% committed to upgrade ambulance emergency response at the Fire Department (Council Goal #3). The remaining 2.98% tax rate increase is to support all other operational needs. This budget makes important investments in infrastructure, and builds upon the work to make the City more equitable and inclusive. The overall Capital Budget is up $8 million over Fiscal Year 2022 and General Fund debt service costs are down $147,000.

Fiscal Year 2023 Challenges

Crafting the City of Concord's annual budget requires balancing competing fiscal challenges and demands for services. One of the most important drivers in this process is the fundamental effort to return to a balanced budget (Council Goal #1). In creating the Fiscal Year 2021 budget, when the COVID-19 pandemic was still in its infancy, the budget relied on $1.5 million of unassigned fund balance, which provided for a 0% tax rate increase. In Fiscal Year 2022, the fund balance use was increased to $1.75 million, which also helped limit the tax rate increase burden to 2.5%. For Fiscal Year 2023, although not completely eliminating the use of unassigned fund balance, its use has been reduced to $375,000.

The structural constraints on Concord's budgets are well-known to City Council and limit what the City can accomplish. These constraints include the fact that 23% of the City's assessed value is exempt from taxation; health insurance costs continue to increase at rates higher than inflation; and ever higher employer contribution requirements to the New Hampshire Retirement System. Other factors that are reflective of our regional and national economy today are wage competition and soaring inflation that is

being felt throughout the country, as companies and organizations compete for employees. The City is experiencing significant employee competition in a number of positions and has made adjustments over the last few years, including in Fiscal Year 2023.

The region's housing shortage remains a critical concern. Attracting new companies to the community is only made more difficult if the community cannot provide potential employees with a variety of quality housing options. From a tax perspective, as was experienced this past year, the global decline in bricks and mortar retail stores and offices, coupled with Concord's limited housing supply, resulted in significant spikes in residential values. This placed a disproportionate share on homeowners to carry more of the community's property tax burden than in years past. The City's proposed form-based Code is expected to be presented to the City Council in mid Fiscal Year 2023 for review and action. These changes aim to provide greater flexibility for density allowances within development, which will, hopefully, incentivize construction of more quality units and mixed-use projects (Council Goal #2).

Finally, the City continues to make inroads to increase diversity, equity and inclusion (DEI) within the organization. Active collaborations have been formed and strengthened with organizations such as the Overcomers Refugee Services, the Concord Connections Coalition, Ascentria, New American Africans, and Second Start. The Citywide Community Center is used by local organizations such as Change for Concord, Project Story, Riverbend, and the Senior Meals Program (Council Goals #5 & #6). The City is a designated Recovery Friendly Workplace, as well as the first municipality in the state to be recognized with the New Hampshire Veteran-Friendly Bronze Business distinction.

In addition to local relationships, the City belongs to the National League of Cities and the national Local Government Hispanic Network. The City has taken advantage of DEI training and job recruitment services offered by those entities. The City has also implemented policies supportive of LGBTQ+ individuals and works with the Municipal Equality Index. The Fiscal Year 2023 budget includes additional funding to facilitate a wider recruitment net from diverse pools of candidates (Council Goal #6).

Fiscal Year 2022 Review

Several new positions were filled in Fiscal Year 2022, including an additional part-time Health Services Inspector in Code; a Trails Ranger in Community Development; a Help Desk Technician in IT; and a part-time Equipment Operator in General Services. City Council also authorized the hiring of an ICMA Local Government Management Fellow.

The Fire Department was an area of considerable focus this past year. The Department invested $35,000 in new thermal imaging cameras and presented the findings of a Fire Station Location Study to City Council. This led to a robust discussion of how existing ambulance and emergency responders need to be distributed in the community to improve response times in areas of greatest need. The decision to move the ambulance from the Manor Station to Central Fire was an interim solution to better match resources with critical needs, along with upgrading select Emergency Medical Technicians (EMTs) to Advanced EMTs. Overtime was added to accomplish this at a cost of $144,000 for the remainder of the fiscal year. A permanent solution is proposed in the Fiscal Year 2023 budget.

A significant amount of effort was made in the Police Department, to achieve near full staffing during this year. The Department also completed Phase 2 of the Portable Radio Replacement Program with an investment of $100,000.

The Water Division oversaw implementation of considerable investments with the relocation and replacement of Pump Station #4 in the amount of $4.8 million at the Water Treatment Plant.
The Wastewater Division oversaw $2.3 million in infrastructure repairs and replacements to both the Hall Street and Penacook Wastewater Treatment Plants, which included major energy saving electrical improvements. Additionally, the Hall Street plant was successful in securing American Rescue Plan Act

funds in the amount of $760,000 towards a $3.8 million project to replace three secondary clarifiers, thereby advancing projects from Fiscal Years 2023, 2024 and 2025.

Rate structure changes were implemented within the Water and Wastewater Funds this year to better align the fixed portion of the utility fees with industry practices. The Wastewater Fund also received, for the time being, a return of the State Aid Grant Funding for applicable projects.

Street paving in the amount of $2,375,000 was approved this past year. Several bridges were repaired or replaced, including Birchdale Road, Hooksett Turnpike, Washington Street and the Alder Creek box culvert. Construction broke ground for improvements at the intersection of Whitney and Hoit Roads; a project that is poised to generate a significant new tax base for the Village of Penacook and the City as a whole.

By the end of Fiscal Year 2022, it is expected that the City will have converted all 2,100 street lights to high-efficiency LED fixtures (Council Goal #6). This project will save 668,000 kilowatt-hours annually, equivalent to the emission of 473 metric tons of carbon dioxide per year. To understand the magnitude of this amount, it would be the carbon dioxide equivalent of 1,175,076 miles driven by an average gasoline-powered passenger vehicle.

Significant improvements were undertaken in the parks. At White Park, invasive lotus plants were removed from the pond, and design commenced for the renovation and refurbishment of the historic trolley stop. At Rolfe Park, four pickle ball courts and LED lights are being installed. The concrete slab at the William Thompson Play Lot was removed. Later this spring, the basketball and tennis courts at Rollins Park will undergo full-depth renovations and new LED lighting will be installed. Irrigation work is scheduled for the Keach Park athletic fields.

Several City buildings were the subject of renovations this year including the Concord Public Library, which had the exterior granite sealed and carpet replaced in the Children's Wing. Work to repoint the bricks at City Hall continues with the west side of the project nearing completion. The underground HVAC chilled water piping system was replaced, and a new security card system was installed. Comprehensive renovations to the City's School Street Parking Garage were also completed.

The City negotiated a new lease for the Prosecutor and Human Services offices at Horseshoe Pond with improved financial terms.

At Beaver Meadow Golf Course, the first phase of the tree program was undertaken in concert with a professional agronomist's report, and the creation and hiring of a full-time Assistant Golf Pro position occurred.

At the Everett Arena, the existing hot water heaters and furnace were replaced with high efficiency condensing boilers and a new Zamboni ice resurfacing machine was purchased.

Work continued on the City's Zoning Ordinance re-write, with the kick-off of Phase 2 occurring in March targeting an expected action by City Council next winter.

In April, the City received the Municipal Energy Champion Award for its longstanding sustainability, environmental and energy initiatives during NH Energy Week. NH Energy Week has become a series of events co-organized by partner organizations that highlight prominent energy topics and issues. This forum also provides an opportunity to discuss solutions, and bring leading experts to share knowledge. Concord was also recognized by the Arbor Day Foundation with a "Tree City USA Growth" award.
In the downtown area, changes to the City's Outdoor Dining Regulations were implemented to more equitably and safely address private restaurant use of the public spaces.

Fiscal Year 2023 General Fund Budget

The Fiscal Year 2023 budget presented here totals $123,578,476 across all funds with a 4.80% tax rate increase. Of this increase, 2.45% is driven by significant investment increases in public safety services — a major part of which is the addition of an ambulance crew and investments in Fire Department staff. The remaining 2.35% is for all other operational changes.

The recommended Fiscal Year 2023 Operating Budget comes after the financial rating agency's recognition of the City's strong fiscal management, before and during the pandemic, despite the impact on the City. The City's AA+ rating allows the City to secure favorable rates for infrastructure to support equity, affordability, and resiliency in all neighborhoods.

Fiscal Year 2023 Budget Assumptions

As in past years, this budget is premised on several significant financial assumptions. This year, in particular, macroeconomic trends are expected to have an outsized influence on the City's financial picture.

The City is anticipating continued price increases in gasoline and diesel, building supplies, fleet parts, and road salt/sand. Wage increases — and their commensurate employer contributions to the New Hampshire Retirement System — perpetually pressure the budget but are unavoidable to ensure the City attracts and retains a high quality, professional staff. This budget reflects wage increases for seasonal and temporary staff, including cemetery workers, lifeguards, Arena and Golf Course staff. In addition, all seven pools are budgeted to be open, reflective of Council's Goal #4 to enhance equitable access to recreational opportunities.

The City's health insurance premium will rise by 10.25% for Fiscal Year 2023. The City has been able to manage its premium increases by offering alternative insurance plans (Council Goal #1). In Fiscal Year 2023, employees' share of health care premium will increase from 5% to 10%. This budget also proposes to move the City to a self-funded dental insurance program saving $66,000.

This budget includes $945,000 of ARPA funding to fund employee wages and other operating costs (Council Goal #1). With the Federal Reserve's announcement of progressive interest rate increases throughout the next year, the City is programming an additional $755,000 in investment income. Vehicle sales are also expected to return somewhat to normal as global supply-chain issues and computer chip shortages work themselves out. An additional $350,000 in motor vehicle registration revenue is budgeted. At a more local level, with increasing calls for service, ambulance charges are estimated to increase by $150,000.

The City is prepared to enter into a net metering agreement that is awaiting NH Department of Energy approval. This budget has allocated $30,000 in revenue in anticipation of the approval of this agreement (Council Goal #6).

The City decreased the use of $200,000 from the Recreation Reserve (Council Goal #1).
An increase in the transfer to the Highway Reserve by .25% of the tax rate, or $111,500, is also proposed to enhance the neighborhood street paving program. With this increase, the City now annually invests approximately 1.75% of the tax rate or $739,000 in the Highway Reserve.

With the City Council-approved elimination of Engineering's Fund 21, effective July 1, the City will transition to a more predictable permit system for contractors and staff. The costs and revenue are projected to be neutral for this change.

Of particular note, the use of unassigned fund balance is down by $1,375,000 in this budget as part of a multi-year approach to return to a pre-pandemic balanced budget to progressively meet Council Goal #1.

Public Safety
The Fire Department responds to approximately 10,000 calls for service annually. Sixty-nine percent (69%) of these calls are for emergency medical services (EMS). This increase has strained existing staffing levels and made it challenging to provide the response times the community needs. This budget includes the addition of four FTEs for a permanent new ambulance crew for nine months, additional full-year overtime costs for staffing, and full-year upgrading of certifications for 14 Emergency Medical Technicians (EMTs) to Advanced EMTs. These needed changes will significantly improve response times across the community and allow for enhanced services. The total cost of this upgrade in Fiscal Year 2023 is $841,000, which, alone, represents 1.82% of the Fiscal Year 2023 total tax rate increase (Council Goal #3).

In addition to the significant investment in Fire Department staffing, this budget includes $24,000 in fire station maintenance and improvements; $17,000 for the maintenance fee for the Fire Department's new records management software; and $4,000 in tuition funding for Advanced EMT positions.

Funding has been provided in the Police Department budget for a radio service agreement in the amount of $16,600, as well as additional computer crimes training for $15,000 and new computer crime software licenses for $16,600; the latter an effort to strengthen law enforcement's ability to track down online predators that threaten the City's most vulnerable residents. Funding has also been provided for non-lethal enforcement tools, such as the Department's TASER maintenance and replacement program in the amount of $33,000.

This budget reinstates, at a cost of $127,000, the fourth Assistant Prosecutor position, which was eliminated during the last fiscal year due to the closure of the courts, budgetary savings and attrition. The criminal docket in the District Court has grown significantly since the reopening of the courts, and a part-time position is not sufficient going forward. It is vital to keep the community and victims safe with complete, timely and thorough prosecutions.

Informational Network Safety
With the installation of new software management packages for the ERP system, including Human Resources; Payroll; Employee Self-Service; and the imminent "go-live" of the Community Development permitting system, utility billing and property tax billing; the City has made significant strides toward reflecting the type of 21st century organization that residents expect. These upgrades provide residents, business owners, contractors, engineers, and developers the ability to conduct most of their municipal business virtually. As the City moves in this direction, it is important to remain increasingly vigilant of threats that can plague even the most sophisticated information infrastructure. The City already has robust informational safety protocols and this budget proposes to enhance these. The amount of $21,000 is proposed to be invested in IT security-related improvements and a full-year of funding for the Network Security Engineer. The Engineer's job will be to monitor for threats and implement proactive measures to ward off cyber-attacks to ensure that systems, finances and information are protected. This position adds $131,000 to the budget (Council On-Going Initiative #4).

Elections
An increase in election-related funding of $17,000 is proposed to cover the cost of printing and mailing notifications to impacted residents to advise them of their polling location changes as a result of the 2021 redistricting. These funds will also allow the Clerk to pay for rental of heaters and lights for use in the tent at the Beaver Meadow Golf Course during elections; as well as cover added insurance and rental requirements at other sites.

Training and Recruitment Initiatives
In Fiscal Year 2021, in a cost savings measure as a reaction to the Pandemic, a significant amount of professional development dollars was eliminated from the budget, as many training opportunities were temporarily cancelled or placed on-line. Since that time, many employees have been unable to receive

training needed to stay current with their profession or to simply stay informed as to best practices in their industry. This budget includes $45,500 ($51,600 in total for all funds) in partially restored funding for employee education and training, building on increases that were approved in Fiscal Year 2022.

The Human Resources Department will be provided $5,200 for the use of Circa Works, a service that promotes the City's job postings to over 600 national sites. This affords the City a more efficient and effective means to attract quality employees from a broader set of diverse candidate pools (Council Goal #6).

Protection of Open Space
Protection of the City's trail system is critical to ensuring the quality of life that many in the community value. In Fiscal Year 2022, the City Council authorized the creation of a part-time Trails Ranger position, funded in its first year from the Conservation Trust Fund. This budget now includes funding for this position from the General Fund, as contemplated.

Library Programming
This budget provides $18,000 to enhance programming (Council Goal #4). These program funds cover vital library outreach services, including, but not limited to, author events, lectures, concerts, presenters, children's programmers, STEM supplies, craft lessons, and take and make supplies.

Economic Development
In Fiscal Year 2022, the City Council authorized the hiring of an ICMA Local Government Management Fellow to assist with City efforts in project management and economic development, as well as to provide for staff succession planning. The individual chosen as a fellow had a successful assignment and was promoted in March to a permanent, vacant Community Development Specialist position and is working closely with City Administration on a variety of initiatives. This budget maintains $90,000 in Economic Development Reserve funds to afford the Council flexibility to quickly address any emergent economic development need (Council Goal #2).

Community Partnerships
As was noted in the "Fiscal Year 2023 Challenges" section, the City enjoys a history of collaboration with local organizations to enrich the quality of life for the community. In Fiscal Year 2023, the City expects to continue those relationships. Of note, the City will remain a coordinator for the Gas Holder building and lead for the Concord Stables preservation efforts. The City will provide support for the Capital ArtsFest, Intown Concord, and the Multicultural Festival (Council Goals #4 & #5). The Fiscal Year 2023 budget also includes a 33% increase in funding to the Concord Coalition to End Homelessness (Council Priorities #2, #4, #5 & #6). The City will continue to explore avenues to build stronger links with vulnerable populations in our community.

Sustainability
This budget adds funding for the UNH Summer Sustainability Fellow in the amount of $4,000. The City is also pursuing opportunities for the development of solar projects and electric vehicle charging stations.

Parking
The onset of the COVID-19 Pandemic in March 2020 had significant negative financial impacts on the Parking Fund during Fiscal Years 2020 and 2021. Following the termination of Governor Sununu's emergency orders in summer 2021, revenues for the Parking Fund stabilized and significantly improved during Fiscal Year 2022. In March 2022, the City Council approved the use of $877,000 of American Rescue Act (ARPA) funds to replace COVID-19 related revenue losses. Of this total, $438,000 accrued to the Fund in Fiscal Year 2022. The remaining balance will be transferred to the Parking Fund in Fiscal Year 2023.

Due to the use of ARPA funds, coupled with significantly improved revenues in Fiscal Year 2022, the Parking Fund is projected to generate approximately $658,000 of net operating income. This will increase the Fund's working capital from $271,000 to approximately $929,000 at the end of Fiscal Year 2022.

For Fiscal Year 2023, the Parking Fund is expected to perform well. As a result, the proposed Fiscal Year 2023 Budget includes several modifications to restore previous reductions to parking facility maintenance due to the negative impacts of the COVID-19 Pandemic. The Budget also includes funding for two Parking Officer and Equipment Technician positions, to reallocate non-meter ticket revenues to the Parking Fund, and to increase the Fund's administrative overhead payment to the General Fund, as well as implement an on-line program to improve management of the permit program. The Parking Fund's Capital Improvement Program includes the replacement of all remaining mechanical meters, upgrades to kiosk pay stations, reconstruction of the Canal Street Municipal Parking Lot in support of the new Canal Street Riverfront Park, as well as funds to design a $10 million comprehensive renovation of the State Street Parking Garage.

Tax Increment Finance Districts

The City's three Tax Increment Finance Districts performed well in Fiscal Year 2022. The Fiscal Year 2023 Budget shall continue to release approximately 67% of the captured incremental assessed value of the North End Opportunity Corridor TIF District to support the City's General Fund, as well as the Concord School District and other taxing authorities, while simultaneously preserving working capital for future construction of CIP #18 Storrs Street North, and CIP #543 Merrimack River Greenway Trail, which will eventually traverse through the District. There are no significant changes to the Sears Block TIF District (SBTIF). However, the forthcoming redevelopment of the former NH Employment Security property will result in the SBTIF likely being well positioned to commence releasing captured assessed value in Fiscal Year 2027 to support the City's General Fund and other taxing authorities.

Lastly, because of the success of the Interchange Development and Market Basket project at Whitney Road, coupled with other past development, the Fiscal Year 2023 Budget will release 10% of the captured incremental assessed value within the Penacook Village TIF District (PVTIF) to support the City's General Fund, Merrimack Valley School District, as well as Merrimack County and the State of New Hampshire. In addition, in Fiscal Year 2023, the PVTIF will support construction of the new Canal Street Riverfront Park (CIP #567) and maintenance thereof, as well as commence repayment of outstanding past contributions from the Economic Development Reserve Fund used in the redevelopment of the former Allied Leather Tannery site.

Water & Wastewater

The two utility funds continue to provide the City with critical services to meet ever-growing demands. A 4.5% water rate increase and 2.5% wastewater rate increase are proposed for Fiscal Year 2023.

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

Fiscal Year 2023 Proposed Capital Budget

The proposed Fiscal Year 2023 Capital Program totals $20,000,000 (net of asterisked projects), representing a 66% increase from Fiscal Year 2022.

Road & Bridge Infrastructure

With the passage of time, McKee Square has become increasingly challenging for motorists, pedestrians and cyclists. This budget includes $100,000 to design and engineer a permanent safe solution to address this important crossroads (Council Goal #7).

The Loudon Road Bridge is a vital infrastructure piece in the City's transportation network. As such, $576,000 in additional design and engineering for bridge replacement is programmed. As City Council will recall, this project is supported by an 80/20 funding split with the NH Department of Transportation (NHDOT). After much effort on the City's part, NHDOT has added this project to their Ten-Year Plan and committed to providing an additional $14 million in funding to make the bridge meet the community's needs for true multi-modal access for motorists, pedestrians and cyclists. This includes providing the critical river crossing for the Merrimack River Greenway Trail and better connecting the Heights with Downtown Concord (Council Goal #7 and On-Going Initiative #2).

The traffic signals located at State Street and Pleasant Street are the oldest signal equipment in the entire city. Replacement of these signals and the addition of audible pedestrian signals to the Pleasant Street intersections of State, Green and Storrs Streets was funded in Fiscal Year 2022; however, pricing to accomplish this work has increased exponentially due to industry-wide inflationary pressures. The budget includes $286,000 in supplemental funding to complete this project.

During the Main Street Project, the City Council wanted to extend many of the same streetscape improvements up the lateral streets. Unfortunately, funding at the time was not available. The Fiscal Year 2023 budget takes advantage of the aforementioned signal replacement work scheduled at Pleasant Street and State Street, and provides $100,000 in funding for the coordinated replacement of the concrete sidewalks on Pleasant Street with Main Street streetscape features to improve public safety from Odd Fellows Lane to State Street (Council Goal #2).

The Hoit/Whitney Road Improvement project has proven to be particularly complex and encountered significant delays at the outset due to permitting issues at the State. The project will ultimately open up swaths of land to economic development; however, at the present moment, additional funding is required to address remaining items and bring the project to completion. The requested appropriation amount is $474,791, which will be paid with impact fees and Economic Development Reserve Funds.

The City's Sustainable Street Tree Program, replacing trees that have been removed in the City's right of way, is funded in the amount of $4,900 (Council Goal #6). Lilac Street is programmed for reclamation through the Enhanced Neighborhood Street Paving Program. Lilac Street has a skewed intersection with Borough Road and is, therefore, programmed for safer re-alignment in coordination with the paving program for $25,000.

This budget proposes significant funding of the Enhanced Neighborhood Street Paving Program at $2,655,000, which includes $2,390,000 for street paving; $140,000 for pavement preservation; $100,000 for drainage repairs; and $25,000 for emergency overlays (Council On-Going Initiative #2).

The City's new LED street lights will need to be maintained going forward and $10,000 is programmed for annual maintenance.

Parks and Cemetery Improvements

Recognizing the importance of quality of life for all residents, significant park improvements are programmed for Fiscal Year 2023 (Council Goal #4).

In White Park, $750,000 is budgeted for the installation of a splash pad as a replacement to the existing pool, thereby extending the seasonal usability; $280,000 is programmed to address HVAC and life safety code improvements to the maintenance building and undertake needed parking lot repairs.

At Keach Park, reflecting contemporary recreational demands, $160,000 is budgeted to convert the tennis courts to a soccer mini-pitch.

Upgrades to lighting in Rolfe and Rollins Parks to LED is programmed at $30,000 to reduce energy usage and improve safety.

In addition, $125,000 is budgeted for a community visioning charrette to develop a comprehensive master plan for the City for the Kiwanis Riverfront Park, Everett Arena, and City-owned cornfields located between Terrill Park and Loudon Road (referred to as the Merrimack River Recreation and Open Space Corridor) to provide a coordinated recreational, conservation, and economic development vision and strategy for these important assets.

The creation of a new park (Canal Street Riverfront Park) and the complete renovation of an existing park (Tanner Street Riverfront Park) in Downtown Penacook, in the amount of $1.9 million, is programmed and includes external sources of funding.

The replacement of the running track at Memorial Field in the amount of $550,000 in donations and grant funding is recommended, if a grant can be secured and other funds are available.

Supplemental funds for the Green Street Community Center for additional roof, ceiling tile and lighting improvements is programmed in the amount of $49,000.

Continued improvements to the roadways in the Blossom Hill Cemetery are programmed and the commissioning of a study to review the condition of the cemetery's buildings for a total of $80,000 is requested.

Information Infrastructure
This budget provides $275,000 for the annual replacement of computer hardware and software citywide. It also includes $10,500 for layer development of our critical Geographic Information System (GIS) and $10,000 for the replacement of the Library's e-commerce software (Council On-Going Initiative #4). The Police Department is provided $20,000 for computer crimes hardware and software improvements.

City Building Improvements
The Collections Office at City Hall, by far the most frequented City office in the entire organization, will receive a significant renovation to address long-standing work station layout and accessibility challenges. This project is estimated at $175,000.

Masonry work will continue at City Hall with $175,000 in improvements for Phase 2 of the brick repointing project. City Hall will also receive $100,000 in upgraded HVAC controls.

The Audi will have its ceiling and cupola roof improved for $100,000.

The City Hall Annex will see its interior chilled water piping replaced for $200,000.

The Police Station elevator will be upgraded for $150,000; with an additional $25,000 for electrical service improvements.

The Central Fire Station will undergo a $70,000 upgrade to reconstruct the apparatus bay to accommodate the new ladder truck.

The COMF will undergo $100,000 in HVAC automation upgrades and $80,000 in Phase 2 of its overhead door replacement program.

Vehicles and Equipment
Reflecting this budget's focus on continuous improvement in emergency response, the Fire Department is programmed to acquire a tower ladder truck for $1,755,000 and an ambulance for $300,000. The Department also plans a $30,000 systematic replacement of its boats; $35,000 for hazmat meters; $18,000 for on-going hose and equipment replacement; and $30,000 for on-going replacement of Personal Protective Equipment (PPE).

The Police Department is provided funds to continue its programmed fleet replacement, acquiring four SUVs for $230,000.

The General Services Department anticipates $1,780,000 in vehicle and equipment purchases in Fiscal Year 2023, including a 10-wheel vacuum truck replacement, two six-wheel dump trucks, and two pick-up trucks with sanders and wings.

The Parks and Recreation Department will replace a mower and snow-blower attachment for $35,000.

Wastewater Fund Improvements
With various private sector proposals for residential development in the Heights, it is critical to understand the capacity and limitations of the sewer system in the area between Loudon Road and Manchester Street. A wastewater master plan update for $160,000 is programmed to capture this information (Council Goal #2).

The lining of sanitary sewer lines in Penacook, at a cost of $400,000, is recommended. In addition, $40,000 for interceptor access road maintenance from Elm Street to Village Street is scheduled.

Design upgrades to the Chenell Drive pump station are budgeted at $75,000.

Replacement of a screw pump at the Hall Street Wastewater Treatment Plant in the amount of $2,400,000, plus $400,000 for the replacement of a SCADA processor, is programmed. Concrete repairs, SCADA upgrades, and a piping system replacement in the amount of $511,000, are included for the Penacook Wastewater Treatment Plant.

Water Fund Improvements
A design for EV charging stations at the Water Treatment Plant in the amount of $10,000 is budgeted, in anticipation of a future move to electric vehicles (Council Goal #6).

Several maintenance projects are programmed, including renovation to the laboratory and administrative area for $90,000; repairs to the storage tanks for $50,000; SCADA equipment and software upgrades for $30,000; and the replacement of the Plant's filter effluent valve for a cost of $300,000.

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

Stormwater
A failing metal culvert on Portsmouth Street is programmed for replacement in the amount of $150,000.

Beaver Meadow Golf Course
Reflecting the increased year-round popularity and success of the golf course facility and property, several significant projects are envisioned for Fiscal Year 2023. The design of a new clubhouse and parking lot is programmed at $490,000; $340,000 is budgeted for the next phase of the irrigation work; $50,000 for Phase 2 of the tree management program; $70,000 for a fairway mower; and $40,000 for a 4-wheel drive tractor with attachments to maintain the skate pond in the winter (Council Goal #4).

Looking ahead

Due to the City Council's diligent and proactive leadership, the City is well positioned to weather most threats. However, there are challenges that remain. Of particular concern is inflation, which, if left unchecked, will continue to exact increasing pressure on wages and the prices of goods and services that will be felt throughout the organization. Energy costs will also need to be monitored closely, as the City's current contract for electricity expires in December 2023 and natural gas expires in November 2024. Health insurance costs, despite the many laudable changes made by our employees to date, continue to register double-digit annual increases. With the expiration in June 2024 of the City's current recycling

and solid waste disposal contract, it is expected that costs for this program will rise significantly. Many changes have occurred in both the recycling and solid waste disposal markets since the inception of this agreement nearly eight years ago.

Despite these challenges, there are many opportunities ahead. There are multiple housing development projects currently pending that are expected to commence construction within the next year, including the workforce housing projects at Penacook Landing Phase 2; Dakota Partners' Development at Langdon Avenue; and Brookline Partnership on Pembroke Road. In terms of market rate housing, the community can look forward to the Flatley development at the site of the former NH Employment Security building.

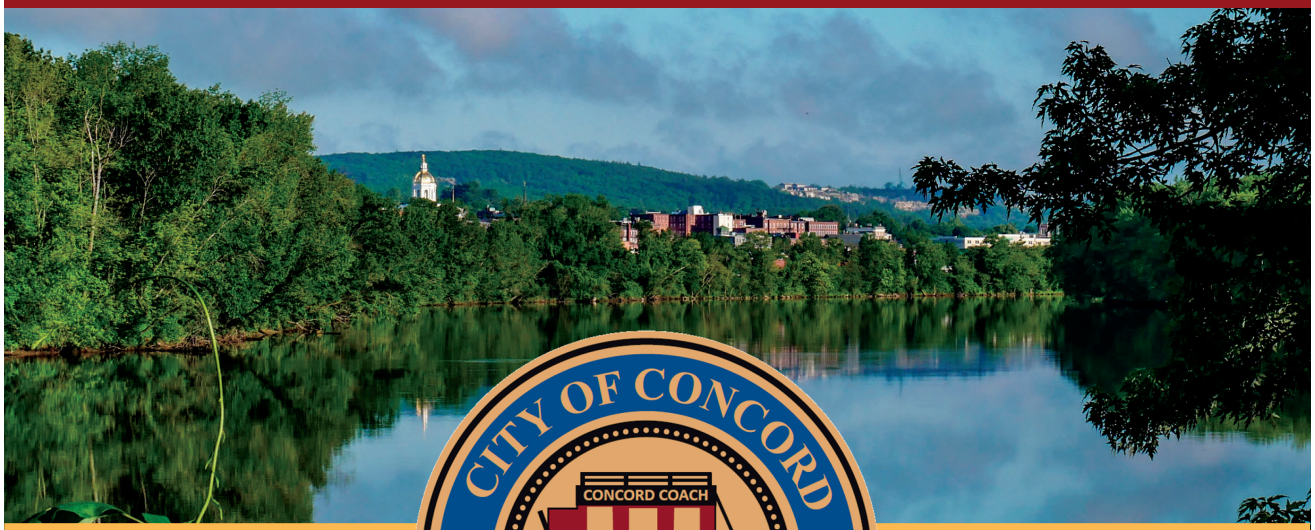
After years of negotiation, the City is poised to enter into a partnership with the NH Department of Transportation to finally acquire 6+/- miles of property required for the Merrimack River Greenway Trail (MRGT) between Horseshoe Pond and the Contoocook River. If all goes as planned, the City will own the property in early Fiscal Year 2023. Several grants and Congressional funding requests have been submitted to cover the cost to start construction on Phase 2 of the MRGT.

The premise of the MRGT raises the broader question of how residents in our community move from point A to point B. Council has identified reinforcing and expanding the City's sidewalk infrastructure as a goal. The Planning Board has echoed this position recently pursuing a "fee in lieu" for sidewalk construction that could be used by the City to build sidewalks in a more coherent fashion. I expect to present a plan to the Council in Fiscal Year 2023 to address this matter.

The proposed Fiscal Year 2023 budget implements a responsible strategy to preserve and improve municipal services, as well as make important investments in our infrastructure, thereby preserving Concord's status as an excellent community in which to live, work, or play. In addition to maintaining and enhancing quality of life for all of our citizens, this budget positions the City for continued success and a prosperous future.

I continue to be very proud of the dedicated staff that work for this organization. All department heads and their teams have provided creative leadership in shaping their budgets and the various alternatives.

I recommend this budget to the City Council.



City of Concord

FISCAL YEAR 2023

Budget in Brief

AA+

S&P Bond Rating

Certificate of Achievement for Excellence in Financial Reporting - 26th Year

Distinguished Budget Presentation Award - 7th Year

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

Fiscal Year 2023 marks a proactive “restart” to more robustly implement the City Council’s vision to improve the quality of service delivery for our residents and business owners.

Full budget details are available online at concordnh.gov.

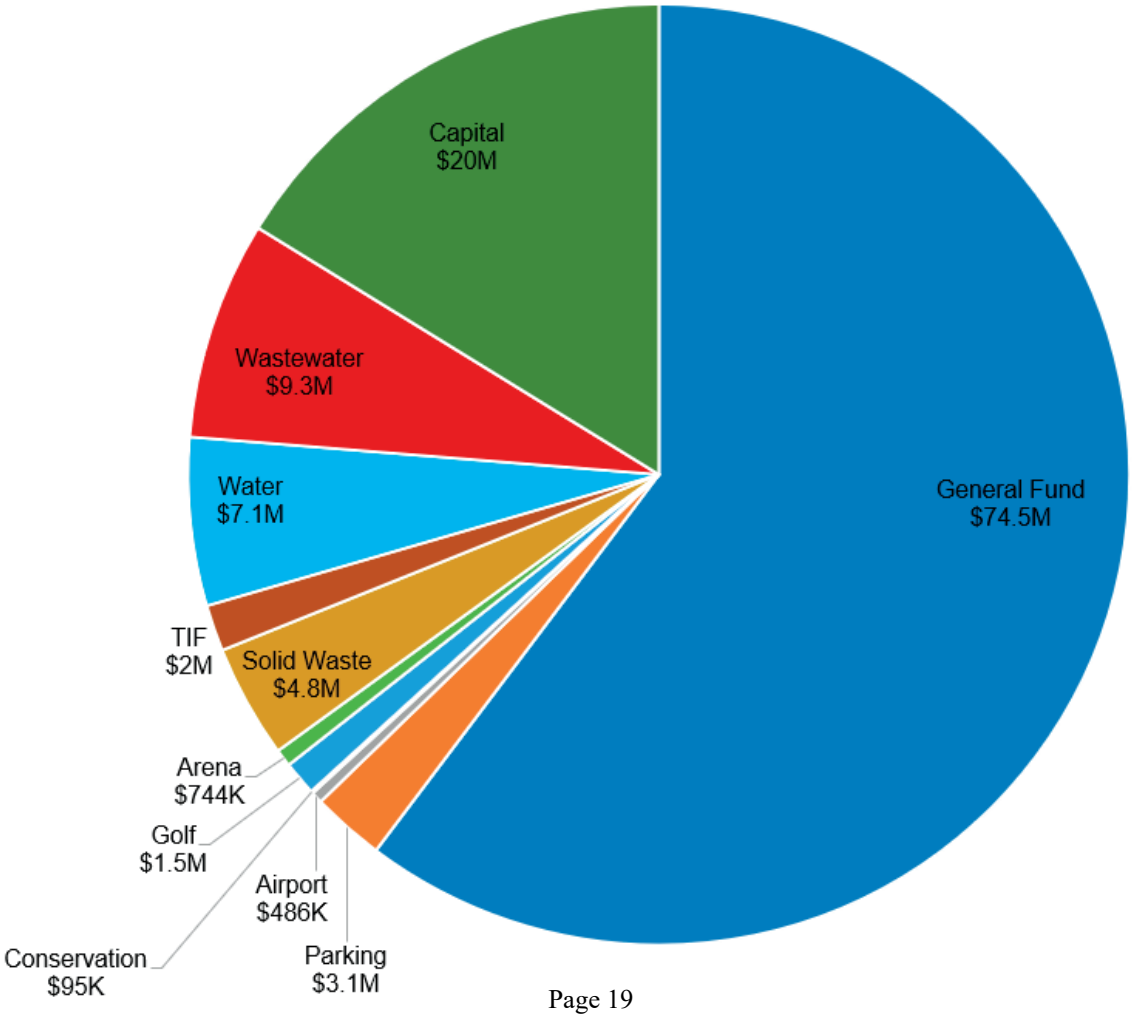
TOTAL BUDGET OVERVIEW

The proposed FY23 budget includes a 4.8% tax rate increase

FY22 Adopted Budget*: $109.3 million

FY23 Proposed Budget*: $123.6 million

**Includes CIP (Capital Improvement Projects)*



CURRENT PROPERTY TAX RATES

CONCORD: $25.12

School	City	County
$14.12	$8.74	$2.26

PENACOOK: $27.97

School	City	County
$16.97	$8.74	$2.26

TAX RATE IMPACT

A 4.8% tax rate increase (City portion) equates to $126 for a $300K house.

What Do City Taxes Pay For?

33% Fire

30% Police

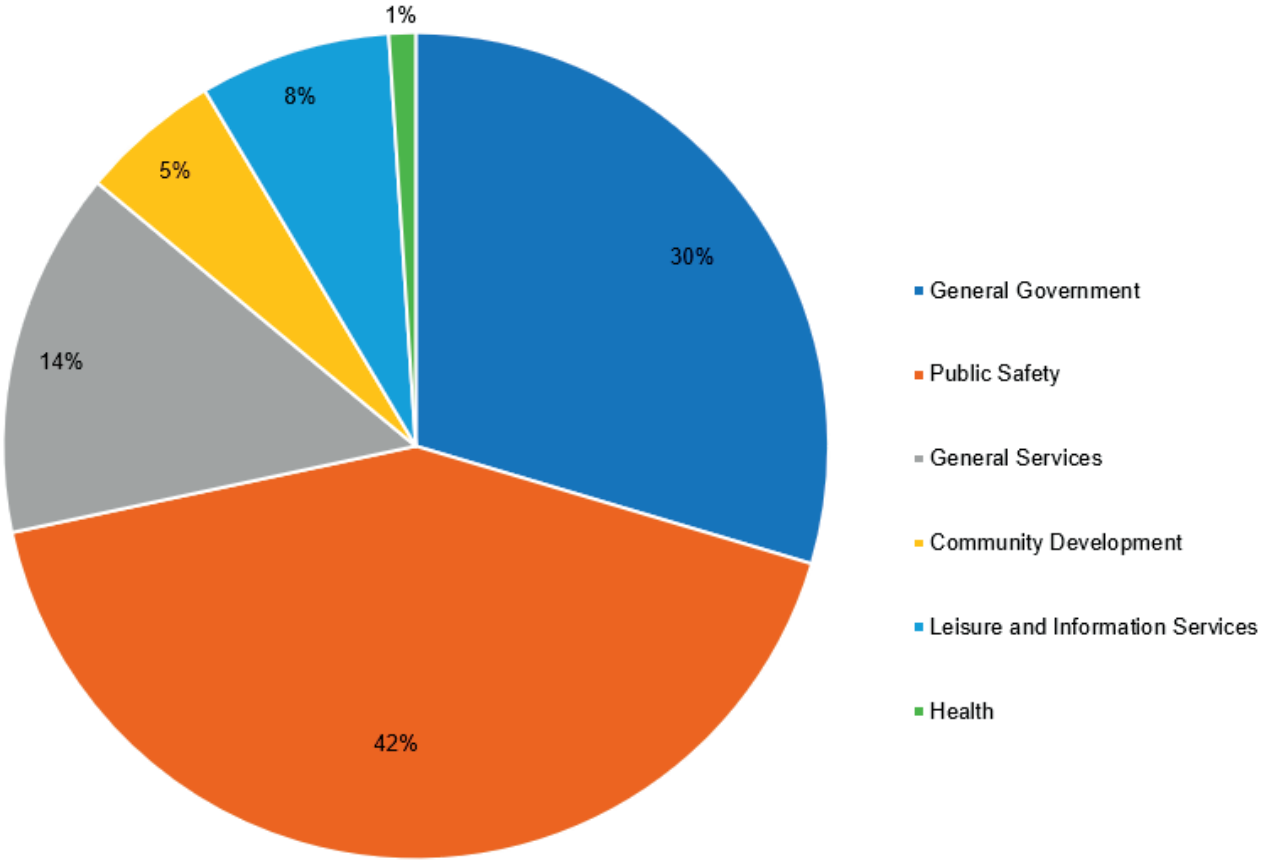
22% General Services

15% Debt Service

GENERAL FUND OVERVIEW

$74.5 MILLION

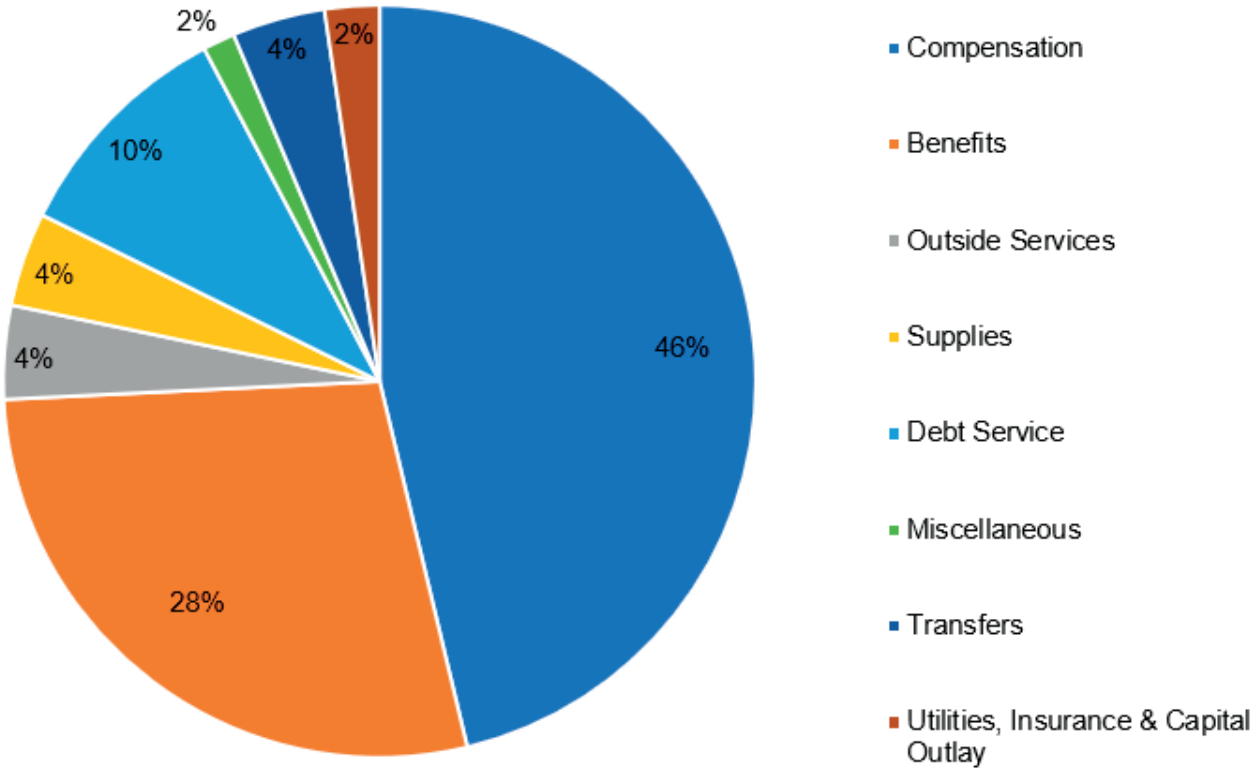
General Fund Expenses By Function



GENERAL FUND OVERVIEW

$74.5 MILLION

General Fund Expenses By Classification



BUDGET TO BUDGET GENERAL FUND COMPARISON

FISCAL YEAR 2022 TO FISCAL YEAR 2023

Notable Budget Increases / Decreases

All Other Wages:
+$2 million

Benefits:
+$1.1 million

Fire Department - New Ambulance Staffing:
+$842K

Debt Service:
-$147K

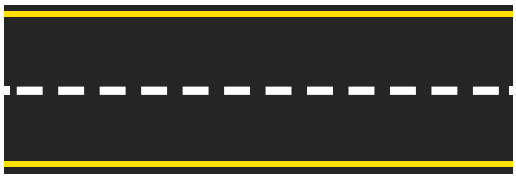
Use of Fund Balance:
-$1.4M

NOTABLE ITEMS IN THE FY 23 BUDGET

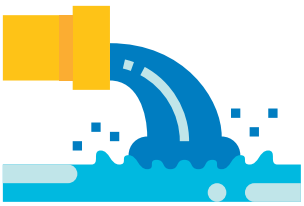
1 New Ambulance: $300K

4 New Police Vehicles: $230K

New Tower Truck: $1.8M



Neighborhood Street Paving Program: $2.7 million

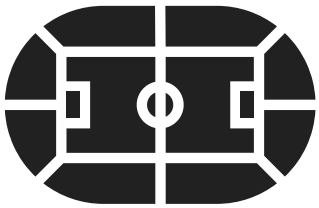


2.5% Wastewater Rate Increase

4.5% Water Rate Increase

NOTABLE ITEMS IN THE FY 23 BUDGET

Golf Fund: $2K
Projected Gain



Arena Fund: $23K
Projected Loss

Parking Fund: $400K
Projected Gain*
*Includes $438K in ARPA Funds

Airport Fund: $95K
Projected Loss

NEIGHBORHOOD STREET PAVING PROGRAM

The City of Concord continues to increase the neighborhood street paving program plan with additional funding in FY23.

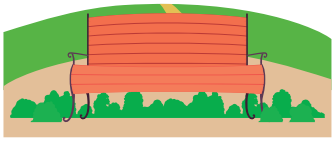
FY23: $2.7 million

Annual transfer from the General Fund to the Highway Reserve:

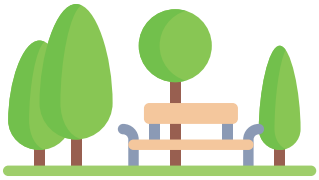
- FY22: $1.2 million
- FY23: $1.3 million

CAPITAL IMPROVEMENT PROJECTS

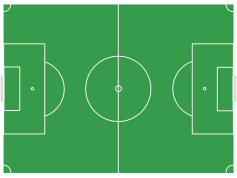
City-Wide Parks & Recreational Facility Improvements: $668K



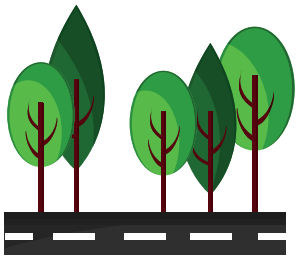
Penacook Riverfront Park: $1.9 million



Kiwanis Park Charette & Master Plan: $125K



Keach Park Soccer Mini Pitch: $160K



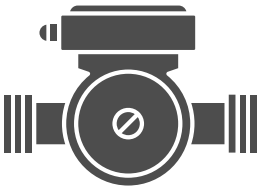
Downtown Corridors Streetscape Improvements & Tree Planting: $105K

Cemetery Improvements: $80K

CAPITAL IMPROVEMENT PROJECTS

Parking Meter Replacement: $420K

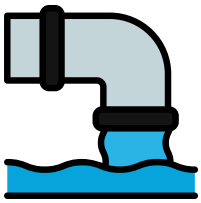
State Street Parking Garage Design: $1.0 million



Sewer Plants Improvements: $3.3 million

Water Plant & Tank Improvements: $470K

Water Meter Replacement: $375K



Sewer Mains & Pump Station: $515K

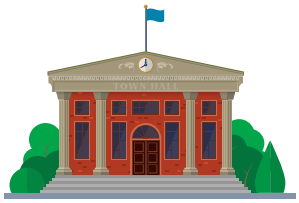
CAPITAL IMPROVEMENT PROJECTS

Bridge & Dam Projects:
$576K

General Services Vehicle Replacement:
$1.8 million

Golf Course Improvements:
$460K

New Clubhouse Design at Golf Course:
$490K



City Hall Improvements:
$750K

White Park Maintenance Building & Parking Lot Upgrades:
$280K

CAPITAL IMPROVEMENT PROJECTS

Fire Station Improvements: $70K

COMF Improvements: $180K

Fire Department Hose & PPE Replacement: $83K

Police Station Improvements: $175K

SUSTAINABILITY INITIATIVES

Design for EV Charging Station at the Water Treatment Plant (2023)

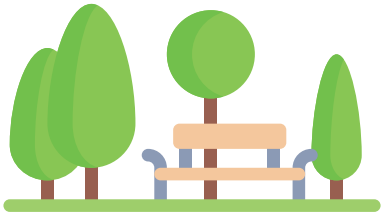
Growth Award, Arbor Day Foundation (2020 & 2021)

Trails Ranger position (2022 & 2023)

Municipal Energy Champion Award (2022)

CONCORD AT A GLANCE

80+ miles
of trails



230+ acres
of parks

220 miles of
roads

231K circulation items
from Concord
libraries (2021)

55K calls for
service/responses for
Police & Fire
(2021)

2nd Hottest Real Estate
Market in the U.S.
(Realtor.com, March
2022)

LOOKING FORWARD

With COVID-19 mostly in the rear-view mirror, the City is looking forward to new projects and continued improvements.

The City is aggressively working to reduce and eliminate the use of fund balance by FY 2024. Additionally, the City is making building and infrastructure investments in the water and wastewater systems, improvements to parks, recreation areas/facilities and cemeteries, the City Hall complex, Fire & Police facilities and moving forward with a golf course clubhouse design. An increase in the Neighborhood Street Paving Program and a design for the Loudon Road Bridge project are included. Continued investments are being made in equipment for the General Services, Police, and Fire Departments, including a new ambulance and tower truck.

There are new major developments scheduled to come to fruition this year and several in the planning and design stages for the next few years. City Council also received reports from the Police and Fire departments for future facility needs.

The City will continue to work on diversity, equity, and inclusion initiatives as part of the overall approach to continue to make Concord an incredible place to live, work, and play. These initiatives, along with escalating housings costs, increasing wage and benefit costs associated with attracting and maintaining qualified talent for City operations and significant increases in the costs of goods, services and energy, will require continued effort and flexibility for funding, while managing reasonable tax rate increases and costs for taxpayers.

Budget Summary

Revenue by Function	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
General Fund					
General Government	$62,131,852	$62,212,131	$64,363,231	$63,108,577	$66,785,450
Public Safety	$4,715,021	$3,722,166	$3,830,207	$4,330,338	$3,854,186
General Services	$998,069	$949,465	$1,001,465	$1,020,035	$963,309
Community Development	$1,563,632	$1,272,426	$1,279,426	$1,440,928	$1,545,089
Leisure and Information Servic	$1,408,187	$1,502,545	$1,514,287	$1,471,622	$1,494,073
Health	$16,168	$10,000	$10,000	$7,000	$10,000
Sub Total	**$70,832,929**	**$69,668,734**	**$71,998,616**	**$71,378,499**	**$74,652,107**
Special Revenue Funds					
Inspection	$272,609	$310,521	$310,521	$219,595	$0
Parking	$2,384,276	$2,671,531	$2,671,531	$3,383,513	$3,486,198
Airport	$366,375	$366,911	$367,336	$408,595	$391,085
Conservation Property	$80,373	$102,374	$102,374	$68,374	$94,785
Golf	$1,535,059	$1,208,888	$1,241,388	$1,514,770	$1,455,184
Arena	$504,332	$678,180	$678,180	$893,804	$721,485
Solid Waste	$4,496,952	$4,446,091	$4,446,091	$4,764,505	$4,582,697
Sub Total	**$9,639,976**	**$9,784,496**	**$9,817,421**	**$11,253,156**	**$10,731,434**
Enterprise Funds					
Water	$6,678,454	$6,510,860	$6,510,860	$6,407,113	$6,651,768
Wastewater	$8,948,767	$8,449,403	$8,449,403	$9,092,714	$9,770,880
Sub Total	**$15,627,221**	**$14,960,263**	**$14,960,263**	**$15,499,827**	**$16,422,648**
Capital and Other Funds					
Capital Projects	$11,718,349	$12,042,749	$15,996,130	$17,784,379	$18,859,290
North End Opp Cor TIF District	$432,330	$368,325	$368,325	$420,974	$442,848
Sears Block TIF District	$1,104,653	$1,049,830	$1,049,830	$1,073,757	$1,099,499
Penacook Village TIF District	$147,917	$206,260	$229,660	$219,219	$451,493
Sub Total	**$13,403,248**	**$13,667,164**	**$17,643,945**	**$19,498,329**	**$20,853,130**
Total Revenue	**$109,503,374**	**$108,080,657**	**$114,420,245**	**$117,629,812**	**$122,659,320**

Budget Summary

Expense by Function	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
General Fund					
General Government	$21,799,684	$20,599,551	$22,574,551	$22,447,055	$22,053,578
Public Safety	$29,140,987	$29,394,176	$29,646,216	$30,045,657	$31,471,615
General Services	$9,979,458	$10,256,997	$10,308,997	$10,088,902	$10,681,477
Community Development	$3,724,168	$3,449,783	$3,488,883	$3,531,712	$4,078,640
Leisure and Information Servic	$4,537,314	$5,199,162	$5,210,904	$4,963,061	$5,589,252
Health	$583,586	$769,064	$769,064	$603,846	$777,545
Sub Total	**$69,765,197**	**$69,668,734**	**$71,998,616**	**$71,680,233**	**$74,652,107**
Special Revenue Funds					
Inspection	$298,835	$310,521	$310,521	$338,485	$0
Parking	$2,730,566	$2,881,180	$2,881,180	$2,725,917	$3,085,798
Airport	$426,216	$478,703	$479,128	$479,747	$485,602
Conservation Property	$79,414	$102,374	$102,374	$102,374	$94,785
Golf	$1,293,050	$1,201,929	$1,234,429	$1,232,824	$1,453,566
Arena	$629,808	$704,338	$704,338	$693,074	$744,051
Solid Waste	$4,209,272	$4,619,835	$4,619,835	$4,467,734	$4,813,449
Sub Total	**$9,667,162**	**$10,298,880**	**$10,331,805**	**$10,040,155**	**$10,677,251**
Enterprise Funds					
Water	$6,664,797	$7,005,233	$7,005,233	$6,920,497	$7,131,295
Wastewater	$8,039,798	$8,766,529	$8,766,529	$8,714,325	$9,280,377
Sub Total	**$14,704,595**	**$15,771,762**	**$15,771,762**	**$15,634,822**	**$16,411,672**
Capital and Other Funds					
Capital Projects	$16,757,687	$12,042,749	$15,996,130	$13,895,676	$18,859,290
North End Opp Cor TIF District	$220,647	$245,810	$245,810	$245,810	$246,639
Sears Block TIF District	$1,172,091	$1,200,550	$1,200,550	$1,199,800	$1,277,990
Penacook Village TIF District	$49,559	$81,125	$104,525	$59,125	$448,370
Sub Total	**$18,199,983**	**$13,570,234**	**$17,547,015**	**$15,400,411**	**$20,832,289**
Total Expense	**$112,336,937**	**$109,309,609**	**$115,649,198**	**$112,755,621**	**$122,573,319**

Budget Summary

Revenue by Classification	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
General Fund					
Property Taxes	$44,047,528	$44,157,853	$44,157,853	$44,157,853	$46,696,609
Other Taxes	$792,167	$709,572	$709,572	$689,508	$689,280
Intergov Revenue	$6,204,153	$4,096,234	$5,130,592	$5,312,514	$5,140,991
Rental Income	$219,361	$278,502	$278,502	$244,177	$276,481
Fines and Penalties	$673,887	$586,000	$586,000	$697,920	$514,000
Licenses and Permits	$1,106,566	$1,164,785	$1,164,785	$1,251,443	$1,314,547
Investment Income	$60,116	$45,000	$45,000	$35,000	$800,000
Donations	$35,000	$48,200	$48,200	$36,990	$52,000
Transfer In	$4,007,379	$3,901,793	$4,103,940	$5,186,499	$5,044,909
Use of Fund Bal/RE	$0	$1,750,000	$2,843,342	$0	$375,000
Motor Vehicle Reg	$7,468,140	$7,100,000	$7,100,000	$7,100,000	$7,450,000
Dept Service Charges	$3,507,187	$3,532,394	$3,532,394	$3,991,985	$3,905,200
Retiree Health Reimb	$1,312,944	$1,334,950	$1,334,950	$1,367,220	$1,409,800
Other Revenue	$1,398,502	$963,450	$963,486	$1,307,390	$983,290
Sub Total	**$70,832,929**	**$69,668,734**	**$71,998,616**	**$71,378,499**	**$74,652,107**
Special Revenue Funds					
Intergov Revenue	$96,221	$76,541	$76,541	$77,265	$76,541
Rental Income	$1,716,165	$1,789,071	$1,789,071	$1,839,967	$1,900,257
Fines and Penalties	$278,086	$336,090	$336,090	$276,240	$391,140
Licenses and Permits	$103,753	$100,700	$100,700	$90,700	$700
Investment Income	$673	$3,410	$3,410	$3,340	$3,450
Transfer In	$1,482,681	$1,522,503	$1,522,503	$2,557,955	$1,917,979
Use of Fund Bal/RE	$0	$34,000	$46,925	$0	$26,000
Dept Service Charges	$379,040	$458,836	$458,836	$376,425	$265,700
Parking-Metered	$859,295	$1,048,000	$1,048,000	$1,348,837	$1,357,787
SW Commercial Sales	$1,319,799	$1,542,087	$1,542,087	$1,403,011	$1,658,977
SW Residential Sales	$1,858,313	$1,660,385	$1,660,385	$1,660,385	$1,674,989
Golf Permit and Fees	$712,257	$623,547	$643,547	$805,310	$763,131
Pro Shop Sales	$716,135	$543,676	$543,676	$662,240	$644,783
Other Revenue	$117,558	$45,650	$45,650	$151,481	$50,000
Sub Total	**$9,639,976**	**$9,784,496**	**$9,817,421**	**$11,253,156**	**$10,731,434**

Budget Summary

Revenue by Classification (continued)	**2021 Actual**	**2022 Adopted**	**2022 Revised**	**2022 Projected**	**2023 Budget**
Enterprise Funds					
Intergov Revenue	$114,545	$0	$0	$32,576	$259,457
Rental Income	$4,187	$4,190	$4,190	$4,260	$4,190
Fines and Penalties	$55,041	$58,000	$58,000	$58,000	$58,000
Licenses and Permits	$2,175	$1,500	$1,500	$1,500	$1,500
Investment Income	$12,203	$180,000	$180,000	$6,000	$6,000
Transfer In	$0	$0	$0	$62,963	$0
Capital Contribution	$135,235	$60,000	$60,000	$60,000	$40,000
Dept Service Charges	$335,461	$303,100	$303,100	$380,600	$328,100
Water Sales	$6,199,721	$6,061,840	$6,061,840	$5,970,440	$6,278,928
Wastewater Sales	$8,624,140	$8,201,893	$8,201,893	$8,808,691	$9,364,093
Retiree Health Reimb	$91,656	$85,440	$85,440	$84,810	$78,080
Other Revenue	$52,856	$4,300	$4,300	$29,987	$4,300
Sub Total	**$15,627,221**	**$14,960,263**	**$14,960,263**	**$15,499,827**	**$16,422,648**
Capital and Other Funds					
Capital Projects	$11,718,349	$12,042,749	$15,996,130	$17,784,379	$18,859,290
Property Taxes	$1,682,542	$1,618,540	$1,618,540	$1,695,328	$1,989,242
Investment Income	$2,358	$3,550	$3,550	$2,015	$2,250
Use of Fund Bal/RE	$0	$0	$23,400	$0	$0
Other Revenue	$0	$2,325	$2,325	$16,607	$2,348
Sub Total	**$13,403,248**	**$13,667,164**	**$17,643,945**	**$19,498,329**	**$20,853,130**
Total Revenue	**$109,503,374**	**$108,080,657**	**$114,420,245**	**$117,629,812**	**$122,659,320**

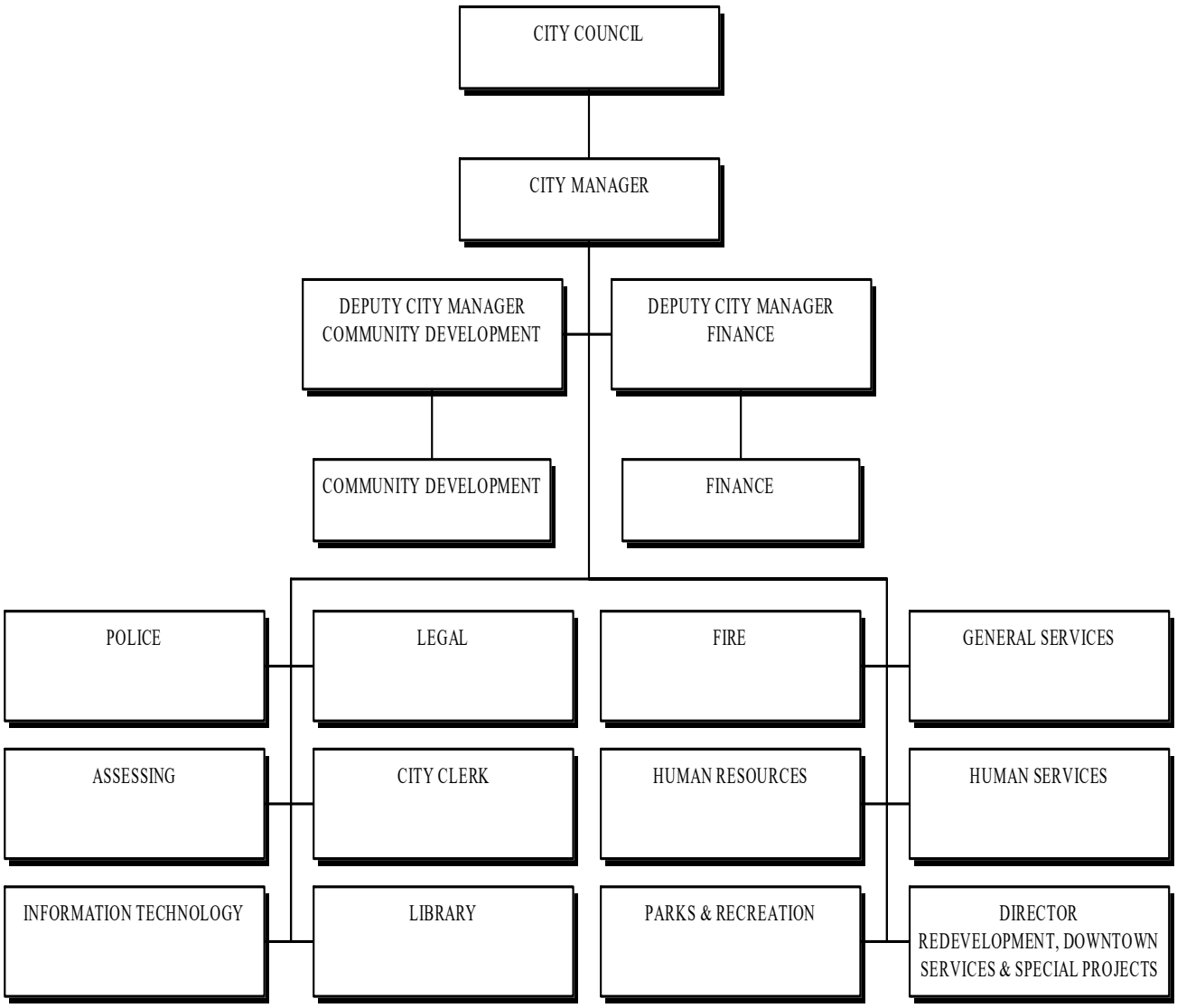
Budget Summary

Expense by Classification		**2021 Actual**	**2022 Adopted**	**2022 Revised**	**2022 Projected**	**2023 Budget**
General Fund						
Compensation		$31,704,082	$31,873,197	$32,071,194	$31,880,877	$34,549,335
Fringe Benefits		$18,072,032	$19,420,679	$19,497,023	$19,671,958	$20,897,995
Outside Services		$2,427,076	$2,735,726	$2,797,826	$2,739,298	$2,998,583
Supplies		$2,792,379	$2,684,351	$2,726,793	$2,792,700	$3,001,279
Utilities		$1,221,675	$1,213,666	$1,213,666	$1,182,848	$1,191,998
Insurance		$458,660	$482,943	$482,943	$465,944	$530,585
Capital Outlay		$30,937	$25,600	$96,600	$96,660	$24,800
Debt Service		$7,713,188	$7,590,250	$7,590,250	$7,590,250	$7,443,246
Miscellaneous		$815,755	$1,039,790	$1,039,790	$784,190	$1,039,460
Transfer Out		$4,529,412	$2,602,531	$4,482,531	$4,475,509	$2,974,826
	Sub Total	**$69,765,197**	**$69,668,734**	**$71,998,616**	**$71,680,233**	**$74,652,107**
Special Revenue Funds						
Compensation		$1,595,750	$1,643,967	$1,662,546	$1,637,145	$1,595,044
Fringe Benefits		$730,688	$798,733	$800,154	$733,482	$723,387
Outside Services		$4,541,562	$4,975,954	$4,988,454	$4,825,072	$5,351,246
Supplies		$431,023	$419,393	$419,393	$424,687	$484,008
Utilities		$206,482	$226,840	$226,840	$212,951	$217,800
Insurance		$36,421	$42,566	$42,566	$39,633	$37,656
Debt Service		$1,644,254	$1,596,980	$1,596,980	$1,596,975	$1,548,464
Miscellaneous		$221,366	$229,361	$229,361	$205,124	$209,229
Transfer Out		$259,617	$365,086	$365,511	$365,086	$510,417
	Sub Total	**$9,667,162**	**$10,298,880**	**$10,331,805**	**$10,040,155**	**$10,677,251**

Budget Summary

Expense by Classification (continued)	**2021 Actual**	**2022 Adopted**	**2022 Revised**	**2022 Projected**	**2023 Budget**
Enterprise Funds					
Compensation	$2,797,272	$3,188,349	$3,188,349	$3,062,295	$3,240,326
Fringe Benefits	$1,647,013	$1,938,133	$1,938,133	$1,941,468	$2,042,971
Outside Services	$1,123,895	$1,490,489	$1,490,489	$1,488,931	$1,652,353
Supplies	$741,002	$803,273	$803,273	$804,748	$931,596
Utilities	$921,527	$871,240	$871,240	$857,202	$863,680
Insurance	$97,380	$100,442	$100,442	$100,342	$110,122
Capital Outlay	$151,340	$177,000	$177,000	$177,000	$187,800
Debt Service	$4,765,387	$4,724,540	$4,724,540	$4,724,540	$4,801,152
Miscellaneous	$4,478	$6,000	$6,000	$6,000	$6,000
Transfer Out	$2,745,213	$2,472,296	$2,472,296	$2,472,296	$2,575,672
Gain/Loss Refunding	($289,913)	$0	$0	$0	$0
Sub Total	**$14,704,595**	**$15,771,762**	**$15,771,762**	**$15,634,822**	**$16,411,672**
Capital and Other Funds					
Capital Projects	$16,757,687	$12,042,749	$15,996,130	$13,895,676	$18,859,290
Outside Services	$27,661	$108,120	$131,520	$86,120	$92,471
Supplies	$0	$0	$0	$0	$5,000
Utilities	$1,321	$1,200	$1,200	$450	$5,200
Debt Service	$470,469	$461,880	$461,880	$461,880	$896,100
Transfer Out	$942,845	$956,285	$956,285	$956,285	$974,228
Sub Total	**$18,199,983**	**$13,570,234**	**$17,547,015**	**$15,400,411**	**$20,832,289**
Total Expense	**$112,336,937**	**$109,309,609**	**$115,649,198**	**$112,755,621**	**$122,573,319**

CITY OF CONCORD, NEW HAMPSHIRE
TABLE OF ORGANIZATION



Staff Listing by Department

City Manager	**FY21**	**FY22**	**FY23**
Full Time			
City Manager	1.00	1.00	1.00
Director of Redevelopment, Downtown Services & Special Projects	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Economic Development Marketer	0.00	1.00	1.00
Public Information Officer	1.00	1.00	1.00
City Manager Total	4.00	5.00	5.00
Legal			
Full Time			
Admininstrative Victim Witness Advocate	2.00	2.00	2.00
Assistant City Prosecutor	3.00	2.00	3.00
City Prosecutor	1.00	1.00	1.00
City Solicitor	1.00	1.00	1.00
Deputy City Solicitor	1.00	1.00	1.00
Paralegal	1.00	1.00	1.00
Full Time Total	9.00	8.00	9.00
Part Time			
Legal Secretary	0.56	0.56	0.56
Part Time Total	0.56	0.56	0.56
Legal Total	9.56	8.56	9.56
Assessing			
Full Time			
Administrative Assistant	1.00	1.00	1.00
Appraisal Technician	1.00	1.00	1.00
Appraiser	2.00	2.00	2.00
Deputy Assessor	1.00	1.00	1.00
Director of Real Estate Assessment	1.00	1.00	1.00
Assessing Total	6.00	6.00	6.00
Human Resources			
Full Time			
Human Resources & Labor Relations Director	1.00	1.00	1.00
Human Resources Benefits Administrator	1.00	1.00	1.00
Human Resources Generalist	1.00	1.00	1.00
Safety and Training Coordinator	1.00	1.00	1.00
Human Resources Total	4.00	4.00	4.00
Finance			
Full Time			
Accountant	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00
City Treasurer	1.00	1.00	1.00
Deputy City Manager Finance	1.00	1.00	1.00

Finance (continued)	**FY21**	**FY22**	**FY23**
Full Time			
Deputy Tax Collector/Treasurer	1.00	1.00	1.00
Director Office of Management & Budget	1.00	1.00	1.00
Fiscal Supervisor	1.00	1.00	1.00
Fiscal Technician III	3.00	3.00	2.00
Management & Budget Analyst	1.00	1.00	1.00
Municipal Customer Service Representative	3.00	3.00	3.00
Payroll Coordinator	0.00	0.00	1.00
Purchasing Agent I	1.00	1.00	1.00
Purchasing Manager	1.00	1.00	1.00
Revenue Account Specialist	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00
Full Time Total	18.00	18.00	18.00
Part Time			
Municipal Customer Service Representative	0.70	0.70	0.70
Part Time Total	0.70	0.70	0.70
Finance Total	18.70	18.70	18.70
Information Technology			
Full Time			
Assistant IT Director	1.00	1.00	1.00
Helpdesk Technician	0.00	1.00	1.00
Information Technology Director	1.00	1.00	1.00
Network Security Engineer	0.00	0.00	1.00
Systems Administrator I	1.00	1.00	1.00
Systems Administrator II	2.00	2.00	2.00
Systems Analyst I	1.00	1.00	1.00
Systems Analyst II	1.00	1.00	1.00
Information Technology Total	7.00	8.00	9.00
City Clerk			
Full Time			
Administrative Technician II	2.00	2.00	2.00
City Clerk	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00
City Clerk Total	4.00	4.00	4.00
Police			
Full Time			
Administrative Assistant	1.00	1.00	1.00
Administrative Technician II	2.00	2.00	2.00
Administrative Technician III	1.00	1.00	1.00
Deputy Police Chief	3.00	3.00	3.00
Fiscal Supervisor	0.00	0.00	1.00
Fiscal Technician III	2.00	2.00	1.00

Budget Summary

Police (continued)	**FY201**	**FY22**	**FY23**
Full Time			
Parking Officer and Equipment Technician	0.00	0.00	7.00
Parking Enforcement Officer	6.00	4.00	0.00
Parking Supervisor	1.00	1.00	1.00
Parking Technician	1.00	1.00	0.00
Police Chief	1.00	1.00	1.00
Police Dispatch Supervisor	1.00	1.00	1.00
Police Dispatcher	7.00	7.00	7.00
Police Lieutenant	8.00	8.00	8.00
Police Officer	67.00	67.00	69.00
Police Sergeant	9.00	9.00	9.00
Records Supervisor	1.00	1.00	1.00
Full Time Total	111.00	109.00	113.00
Part Time			
Administrative Technician I	0.00	0.60	0.60
Administrative Technician II	0.79	0.79	0.79
Community Services Aide	0.70	0.70	0.70
Parking Technician	0.60	0.00	0.00
Property Room Technician	1.10	1.10	1.10
Part Time Total	3.19	3.19	3.19
Police Total	114.19	112.19	116.19

Fire			
Full Time			
Administrative Specialist II	1.00	1.00	1.00
Assistant Fire Marshal	1.00	1.00	1.00
Battalion Chief	4.00	4.00	4.00
Deputy Fire Chief	2.00	2.00	2.00
EMS Captain	1.00	1.00	1.00
Fire Alarm and Traffic Superintendent	1.00	1.00	1.00
Fire Captain	4.00	4.00	4.00
Fire Captain Communications Supervisor	1.00	1.00	1.00
Fire Chief	1.00	1.00	1.00
Fire Dispatcher	4.00	4.00	4.00
Fire Lieutenant	11.00	11.00	12.00
Fire Lieutenant - Paramedic	2.00	2.00	1.00
Fire Marshal	1.00	1.00	1.00
Firefighter Paramedic	16.00	16.00	21.00
Firefighter Advanced EMT	0.00	0.00	11.00
Firefighter/EMT	44.00	44.00	32.00
Fiscal Supervisor	1.00	1.00	1.00
Lead Dispatcher	4.00	4.00	4.00
Training Captain	1.00	1.00	1.00
Fire Total	100.00	100.00	104.00

Budget Summary

General Services	FY21	FY22	FY23
Full Time			
Administration Division Manager	1.00	1.00	1.00
Arena Properties Manager	1.00	1.00	1.00
Arena Supervisor	1.00	1.00	1.00
Assistant Administrative Division Manager	1.00	1.00	1.00
Assistant Highway & Utility Superintendent	0.00	0.00	1.00
Automotive Parts Technician	1.00	1.00	1.00
Building Systems Supervisor	1.00	1.00	0.00
Communication Coordinator	1.00	1.00	1.00
Communication Technician	1.00	1.00	1.00
Custodial Supervisor	1.00	1.00	1.00
Custodian	3.00	3.00	3.00
Deputy General Services Director	1.00	1.00	1.00
Engineering Technician II	1.00	1.00	1.00
Environmental Compliance Manager	2.00	2.00	2.00
Equipment Operator II	4.00	4.00	4.00
Equipment Operator III	3.00	3.00	3.00
Facilities Maintenance Supervisor	1.00	1.00	1.00
Field Technician	2.00	2.00	2.00
Fiscal Supervisor	1.00	1.00	1.00
Fiscal Technician III	2.00	2.00	3.00
Fleet Body and Maintenance Technician	1.00	2.00	2.00
Fleet Maintenance Technician	4.00	3.00	3.00
Fleet Manager	1.00	1.00	1.00
General Services Director	1.00	1.00	1.00
Highway & Utilities Division Superintendent	1.00	1.00	1.00
Highway Systems Supervisor	1.00	1.00	0.00
HVAC Technician	1.00	1.00	1.00
Laborer/Truck Driver	13.00	14.00	14.00
Maintenance-Operations Flex Tech	1.00	1.00	1.00
Maintenance Aide	6.00	5.00	5.00
Maintenance Technician	6.00	6.00	5.00
Meter Technician	3.00	3.00	3.00
Painter	1.00	1.00	1.00
Pavement Marking Signage Technician	1.00	1.00	1.00
Police Mechanic Equipment Technician	1.00	1.00	1.00
Public Properties Crew Leader	0.00	0.00	1.00
Public Properties Division Superintendent	1.00	1.00	1.00
Public Properties Supervisor	1.00	1.00	1.00
Road Crew Supervisor	3.00	3.00	3.00
Senior Maintenance Aide	5.00	5.00	5.00
Sewer Maintenance Supervisor	1.00	1.00	1.00
Sewer System Supervisor	1.00	1.00	1.00
Shop Supervisor	1.00	1.00	1.00
Sign Pavement Marking Supervisor	1.00	1.00	1.00

General Services (continued)	**FY21**	**FY22**	**FY23**
Full Time			
Tree Maintenance Specialist	1.00	1.00	1.00
Tree Supervisor	1.00	1.00	1.00
Utility Billing Program Manager	1.00	1.00	1.00
Utility Customer Service Representative	1.00	1.00	1.00
Utility Electrician	1.00	1.00	1.00
Utility Technician	3.00	3.00	3.00
Wastewater Crew Leader	1.00	1.00	1.00
Wastewater Maintenance Supervisor	1.00	1.00	1.00
Wastewater Operations Supervisor	0.00	1.00	1.00
Wastewater Plant Operator	4.00	4.00	4.00
Wastewater Treatment Plant Superintendent	1.00	1.00	1.00
Water Conservation Technician	1.00	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00
Water Meter Maintenance Supervisor	1.00	0.00	0.00
Water Meter Operations Lead	1.00	1.00	1.00
Water Systems Supervisor	1.00	1.00	1.00
Water Treatment Plant Operations Supervisor	1.00	1.00	1.00
Water Treatment Plant Operator	3.00	3.00	4.00
Water Treatment Plant Superintendent	1.00	1.00	1.00
Welder Mechanic	1.00	1.00	1.00
Full Time Total	111.00	111.00	112.00
Part Time			
Custodian	1.51	1.50	1.50
Equipment Operator III	0.00	0.20	0.20
Fiscal Technician II	0.50	0.50	0.50
Fiscal Technician III	1.01	1.00	0.00
Part Time Total	3.02	3.20	2.20
Shared Laborer/Truck Driver	1.50	1.50	1.50
General Services Total	115.52	115.70	115.70

Community Development			
Full Time			
Administrative Specialist II	1.00	1.00	1.00
Assistant City Planner	1.00	1.00	1.00
Associate Engineer	2.00	2.00	2.00
Building Inspector	1.00	1.00	1.00
Chief Building Inspector	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00
City Planner	1.00	1.00	1.00
City Surveyor	1.00	1.00	1.00
Civil Engineer Project Manager	1.00	1.00	1.00
Code Administrator	1.00	1.00	1.00
Community Development Specialist	1.00	1.00	1.00
Deputy City Manager Development	1.00	1.00	1.00

Community Development (continued)	**FY21**	**FY22**	**FY23**
Full Time			
Economic Development Director	1.00	0.00	0.00
Electrical Inspector	1.00	1.00	1.00
Engineering Aide	1.00	1.00	1.00
Engineering Technician I	1.00	1.00	1.00
Engineering Technician II	3.00	3.00	3.00
Fiscal Supervisor	2.00	2.00	2.00
GIS Analyst	1.00	1.00	1.00
GIS Coordinator	1.00	1.00	1.00
Health and Licensing Officer	1.00	1.00	1.00
Housing Inspector	1.00	1.00	1.00
Plumbing/Fire/Mechanical Inspector	1.00	1.00	1.00
Senior Engineering Technician	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00
Transportation Engineer	1.00	1.00	1.00
Zoning Administrator	1.00	1.00	1.00
Full Time Total	31.00	30.00	30.00
Part Time			
Code Inspector	0.50	0.50	0.50
Health Services Inspector	0.70	1.18	1.18
Licensing Coordinator	0.48	0.00	0.00
Trail and Open Space Ranger	0.00	0.50	0.50
Permit Technician	1.00	1.00	1.00
Part Time Total	2.68	3.18	3.18
Community Development Total	33.68	33.18	33.18

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

Budget Summary

Parks and Recreation	FY21	FY22	FY23
Full Time			
Assistant Parks and Recreation Director	1.00	1.00	1.00
Assistant Golf Professional	0.00	0.00	1.00
Building and Grounds Supervisor	1.00	1.00	1.00
Cemetery Administrator	1.00	1.00	1.00
Course and Facilities Manager	0.00	1.00	1.00
Director of Operations and Head Golf Professional	0.00	1.00	1.00
Equipment Maintenance Mechanic	2.00	2.00	2.00
Equipment Operator II	2.00	2.00	2.00
Field Maintenance Specialist	1.00	1.00	1.00
Fiscal Supervisor	1.00	1.00	1.00
Golf Course Manager	1.00	0.00	0.00
Head Golf Professional	1.00	0.00	0.00
Laborer/Truck Driver	4.00	4.00	4.00
Shared with G.S.D. Laborer/Truck Driver	2.50	2.50	2.50
Maintenance Aide	1.00	1.00	1.00
Maintenance Technician	1.00	1.00	1.00
Parks & Recreation Director	1.00	1.00	1.00
Parks Supervisor	1.00	1.00	1.00
Program Coordinator	1.00	1.00	0.00
Recreation Assistant	2.00	2.00	2.00
Recreation Supervisor	0.00	0.00	1.00
Senior Maintenance Aide	3.00	3.00	3.00
Full Time Total	27.50	27.50	28.50
Part Time			
Custodian	1.25	1.25	1.25
Fiscal Technician II	0.00	0.00	0.50
Guest Services Associates	2.88	2.88	2.88
Recreation Specialist	1.25	1.25	1.25
Senior Citizen Coordinator	0.38	0.38	0.38
Part Time Total	5.75	5.75	6.25
Parks and Recreation Total	33.25	33.25	34.75
Human Services			
Full Time			
Human Services Director	1.00	1.00	1.00
Welfare Case Technician	3.00	3.00	3.00
Full Time Total	4.00	4.00	4.00
Part Time			
Administrative Specialist II	0.60	0.60	0.60
Part Time Total	0.60	0.60	0.60
Human Services Total	4.60	4.60	4.60
Grand Total			485.84

Budget Summary

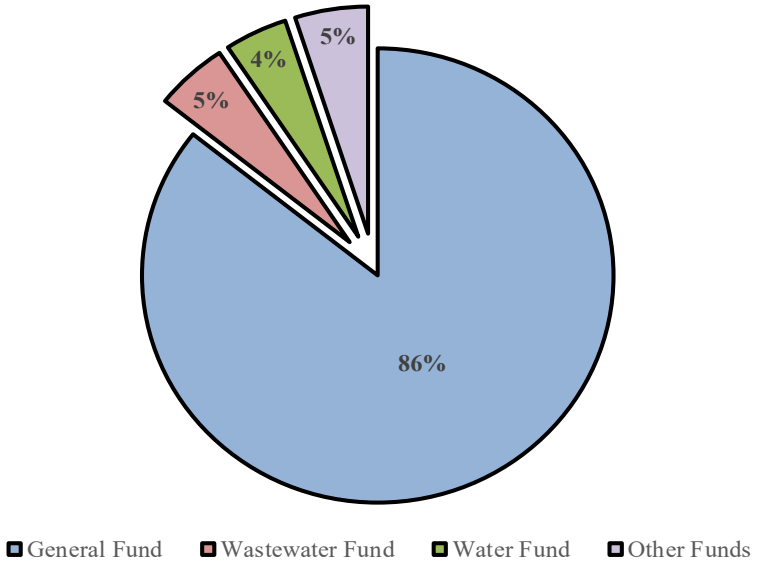
The total number of unique full time and part time positions is 517.

Position Changes for Fiscal Year 2023

Department	Position Additions/Reductions
Legal	Funding for an Assistant City Prosecutor position has been added
Information Technology	Addition of a Network Security Engineer
Police	Addition of two Police Officers and the addition of two Parking Officers and Equipment Technicians
Fire	Addition of four Paramedics
Library	Addition of two part time Library Technicians
Parks and Recreation	Addition of an Assistant Golf Professional and a part time Fiscal Technician II

Budget Summary

Percentage of Full Time Equivalents by Fund



Budgeted Temporary/Seasonal FTEs by Department

Department - Fund	FY21	FY22	FY23
Assessing - General Fund	0.05	0.05	0.05
City Clerk - General Fund*	4.17	4.17	4.00
Police - General Fund	0.34	0.34	0.34
Community Development - General Fund	1.42	1.42	1.42
Parks & Recreation - General Fund	11.42	11.06	13.00
Parks & Recreation - Golf Fund	6.64	6.64	5.49
General Services – General Fund	5.04	5.04	5.04
General Services - Arena Fund	2.23	3.23	3.52
General Services - Water Fund	0.69	0.69	0.69
General Services - Wastewater Fund	0.31	0.31	0.31
Police - Parking Fund	0.34	0.34	0.34
Total Temporary/Seasonal FTEs	32.65	33.29	34.20

Planned Temporary Staff Levels by Department

Department	FY21	FY22	FY23
Assessing	1	1	1
City Clerk*	158	158	148
Police	3	3	3
General Services	30	30	31
Community Development	5	5	5
Parks & Recreation	74	69	67
Total Temporary Employee Count	271	266	255

* Includes election workers

Resolutions

	Fiscal Year 2022 Adopted	Fiscal Year 2023 Proposed
Use of Funds		
Budget Appropriations	$69,668,734	$74,652,107
War Credits	$267,400	$267,400
Overlay	$200,000	$200,000
Total Use of Funds	$70,136,134	$75,119,507
Sources of Funds		
Miscellaneous Revenues	$25,510,881	$27,955,498
Amount to be Raised by Property Taxes	$44,625,253	$47,164,009
Total Sources of Funds	$70,136,134	$75,119,507

Tax Rate Determination

Assessed Value (A.V.) in Thousands of Dollars *	$4,672,801	$5,148,909
Amount to be Raised	$44,625,253	$47,164,009
Current Year Recommended Tax Rate / $1,000 A.V.	9.55	9.16 **
Prior Year Tax Rate / $1,000 A.V.	9.55	8.74 *
Difference	-	0.42
Percentage Change	0.0%	4.8%

* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of $5,103,909,256 for municipal purposes and a tax rate of $8.74 per $1,000 of assessed value.

** Portion of the Recommended Tax Rate Allocated to Debt Service	1.45
Portion of the Prior Year Tax Rate Allocated to Debt Service	1.49
Decrease over Prior Year	-0.04
Percentage Change	-2.7%

** Portion of the Recommended Tax Rate Allocated to All Other Costs	7.71
Portion of the Prior Year Tax Rate Allocated to All Other Costs	7.25
Increase/(decrease) over Prior Year	0.46
Percentage Change	6.3%

CITY OF CONCORD

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

RESOLUTION FIXING AND DETERMINING THE AMOUNT OF MONEY TO BE APPROPRIATED BY THE CITY OF CONCORD FOR THE FISCAL YEAR 2023 ENDING JUNE 30, 2023 FOR THE GENERAL FUND, SPECIAL REVENUE FUNDS, ENTERPRISE FUNDS, DEBT SERVICE FUNDS AND DE MINIMIS ACCOUNTS

WHEREAS, the proposed fiscal year 2023 budget as provided and summarized below; and

WHEREAS, the fiscal year 2023 budget provides for the operations, maintenance, improvements, payment of debt service, and transfers; and

WHEREAS, Section 34 of the City Charter requires the City Manager to submit the proposed budget to the City Council at least forty-five (45) days before the start of the fiscal year of the budget;

The City of Concord resolves as follows:

That there shall be appropriated the sums of:

Section 1:	**General Fund**	$74,652,107
Section 2:	**Special Revenue Funds**	
	Parking Fund	$3,085,798
	Airport Fund	$485,602
	Conservation Property Fund	$94,785
	Golf Fund	$1,453,566
	Arena Fund	$744,051
	Solid Waste Fund	$4,813,449
Section 3:	**Enterprise Funds**	
	Water Fund	$7,131,295
	Wastewater Fund	$9,280,377
Section 4:	**Debt Service Funds**	
	North End Opportunity Corrider Tax Increment Financing District	$246,639
	Sears Block Tax Increment Financing District	$1,277,990
	Penacook Village Tax Increment Financing District	$448,370
Section 5:	De minimis gifts and donations	$150,000

Funds to meet said appropriation shall be derived from taxes, income of the fund, fund balance, transfers, and other funds as deemed appropriate by City Council.

CITY OF CONCORD

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

RESOLUTION APPROPRIATING FOR FISCAL YEAR 2023 (JULY 1, 2022 TO JUNE 30, 2023) THE SUM OF EIGHTTEEN MILLION TWO HUNDRED FIFTY THREE THOUSAND TWENTY DOLLARS ($18,253,020) FOR CAPITAL PROJECTS AND AUTHORIZING THE ISSUANCE OF BONDS AND NOTES IN THE AMOUNT OF THIRTEEN MILLION NINE HUNDRED TWO THOUSAND DOLLARS ($13,902,000) FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED IN THE BUDGET DOCUMENT (DEFINED BELOW)

The City of Concord resolves as follows:

WHEREAS, the 2023-2032 Capital Improvement Plan (CIP) includes recommendations for various capital projects; and

WHEREAS, the Capital Improvement Program report Budget Listing by Funding Source included in the Fiscal Year 2023 Operating Budget and Capital Improvement Program (the "Budget Document") lists all Fiscal Year 2023 capital projects by CIP project number, title and funding source; and

WHEREAS, this resolution authorizing the expenditure of funds for the Fiscal Year 2023 capital projects listed in the Budget Document and related capital improvements within the same CIP project number; and

WHEREAS, each year, as part of the CIP closeout process, an additional review of all authorized and unissued projects will occur in conjunction with the City Treasurer and either the projects will be completed shortly or submitted to the City Council for de-authorization; and

WHEREAS, RSA 33:9 mandates that a two-thirds vote of all members of the City Council is required to pass a bond resolution; and

WHEREAS, the City of Concord has the financial capability to support principal and interest repayments, and the ongoing operation and maintenance costs of these capital improvement projects.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Concord that:

1. The sum of 18,253,020
be and is hereby appropriated as follows:

Capital Project Funds	
General Capital Fund(s)	10,532,750
Parking Capital Fund(s)	695,000
Airport Capital Fund(s)	15,000
Golf Capital Fund(s)	135,000
Water Capital Fund(s)	789,875
Sewer Capital Fund(s)	4,527,875
PVTIF Capital Fund(s)	1,557,520

CITY OF CONCORD

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

RESOLUTION APPROPRIATING FOR FISCAL YEAR 2023 (JULY 1, 2022 TO JUNE 30, 2023) THE SUM OF EIGHTTEEN MILLION TWO HUNDRED FIFTY THREE THOUSAND TWENTY DOLLARS ($18,253,020) FOR CAPITAL PROJECTS AND AUTHORIZING THE ISSUANCE OF BONDS AND NOTES IN THE AMOUNT OF THIRTEEN MILLION NINE HUNDRED TWO THOUSAND DOLLARS ($13,902,000) FOR VARIOUS CAPITAL PROJECTS MORE SPECIFICALLY IDENTIFIED IN THE BUDGET DOCUMENT (DEFINED BELOW)

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

Capital Project Funds		
General Capital Fund(s) G.O. Bonds	7,025,000	
Parking Capital Fund(s) G.O. Bonds	695,000	
Golf Capital Fund(s) G.O. Bonds	135,000	
Penacook Village TIF Fund(s) G.O. Bonds	1,025,000	
Water Capital Fund(s) G.O. Bonds	587,000	
Sewer Capital Fund(s) G.O. Bonds	4,435,000	
	Sub-Total Bonds	13,902,000
General Capital Transfer	529,750	
Airport Capital Transfer	15,000	
Water Capital Transfer	202,875	
Sewer Capital Transfer	92,875	
	Sub-Total Transfers	840,500
Transfer from Highway Reserve	2,680,000	
Transfer from Equipment Replacement Reserve	298,000	
Transfer from Economic Development Reserve	230,000	
General Impact Fee Recreation Dist. 1	57,729	
General Impact Fees Traffic District 1	227,666	
General Impact Fees Traffic District 2	17,125	
	Sub-Total Other	3,510,520
	Total All Sources	18,253,020

3. In order to meet said expenditures, the City Treasurer, with approval of the City Manager, is authorized to issue up to $13,902,000 in bonds and notes for the City of Concord under RSA 162-K:8, Chapter 280 of the Acts of 2000 and/or the Municipal Finance Act.

4. The discretion of the fixing of dates, maturities, rate of interest, form and other details of such bonds and notes (including whether such bonds or notes shall be issued on a tax exempt or taxable basis) and providing for the sale are hereby delegated to the City Treasurer.

5. Sums as appropriated shall be expended under the direction of the City Manager.

6. The useful life of the improvements is expected to be not less than five (5) years.

7. This resolution is adopted as the official intent of the City of Concord to reimburse itself for certain expenditures incurred prior to the date of issuance of the bonds or notes.

8. This resolution shall take effect upon its passage.

General Fund Revenue

Summary	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Property Taxes	$44,047,528	$44,157,853	$44,157,853	$44,157,853	$46,696,609
Other Taxes	$792,167	$709,572	$709,572	$689,508	$689,280
Intergov Revenue	$6,204,153	$4,096,234	$5,130,592	$5,312,514	$5,140,991
Rental Income	$219,361	$278,502	$278,502	$244,177	$276,481
Fines and Penalties	$673,887	$586,000	$586,000	$697,920	$514,000
Licenses and Permits	$1,106,566	$1,164,785	$1,164,785	$1,251,443	$1,314,547
Investment Income	$60,116	$45,000	$45,000	$35,000	$800,000
Donations	$35,000	$48,200	$48,200	$36,990	$52,000
Transfer In	$4,007,379	$3,901,793	$4,103,940	$5,186,499	$5,044,909
Use of Fund Bal/RE	$0	$1,750,000	$2,843,342	$0	$375,000
Motor Vehicle Reg	$7,468,140	$7,100,000	$7,100,000	$7,100,000	$7,450,000
Dept Service Charges	$3,507,187	$3,532,394	$3,532,394	$3,991,985	$3,905,200
Retiree Health Reimb	$1,312,944	$1,334,950	$1,334,950	$1,367,220	$1,409,800
Other Revenue	$1,398,502	$963,450	$963,486	$1,307,390	$983,290
Total Revenue	**$70,832,929**	**$69,668,734**	**$71,998,616**	**$71,378,499**	**$74,652,107**

General Fund Revenue

Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Property Taxes					
Property Taxes	$44,047,528	$44,157,853	$44,157,853	$44,157,853	$46,696,609
Subtotal	**$44,047,528**	**$44,157,853**	**$44,157,853**	**$44,157,853**	**$46,696,609**
Other Taxes					
Timber Tax	$18,698	$15,000	$15,000	$15,000	$15,000
Payment-In-Lieu-of-Tax (PILOT)	$773,397	$694,472	$694,472	$674,508	$674,180
Excavation Activity Tax	$72	$100	$100	$0	$100
Subtotal	**$792,167**	**$709,572**	**$709,572**	**$689,508**	**$689,280**
Intergov Revenue					
Other Gov Agencies - Federal	$93,659	$0	$99,040	$99,040	$0
Other Gov Agencies - State	$2,150,029	$125,000	$130,742	$304,142	$125,000
Drug Forfeiture or Restitution	$11,414	$5,000	$5,000	$10,000	$7,000
Rooms and Meals Tax	$2,175,006	$2,205,005	$3,141,213	$3,141,213	$3,247,000
Highway Block Grant	$859,309	$859,530	$851,599	$851,600	$851,600
Railroad Tax	$1,964	$1,000	$2,298	$2,240	$0
Other Gov Agencies - Local	$715,587	$632,089	$632,089	$632,089	$633,531
School District Payments	$197,186	$268,610	$268,610	$272,190	$276,860
Subtotal	**$6,204,153**	**$4,096,234**	**$5,130,592**	**$5,312,514**	**$5,140,991**
Rental Income					
Rental Income	$219,361	$278,502	$278,502	$244,177	$276,481
Subtotal	**$219,361**	**$278,502**	**$278,502**	**$244,177**	**$276,481**
Fines and Penalties					
Fines and Penalties	$567,468	$450,000	$450,000	$600,000	$450,000
Parking Penalties	$50,024	$80,000	$80,000	$40,000	$0
False Alarm Penalties	$46,840	$35,000	$35,000	$42,500	$38,000
Fines for Overdue Items	$1,012	$15,000	$15,000	$10,000	$20,000
Fines for Code Prosecution	$6,086	$5,000	$5,000	$2,230	$5,000
Court Ordered Payments	$2,457	$1,000	$1,000	$3,190	$1,000
Subtotal	**$673,887**	**$586,000**	**$586,000**	**$697,920**	**$514,000**

General Fund Revenue

	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Licenses and Permits					
Fire Prevention Permits	$111,292	$85,245	$85,245	$82,000	$85,245
Construction Permits	$690,690	$818,910	$818,910	$929,279	$860,752
Other Permits	$24,457	$17,700	$17,700	$20,450	$139,300
Licenses	$160,453	$167,930	$167,930	$151,750	$154,250
Street Damage Fees	$119,674	$75,000	$75,000	$67,964	$75,000
Subtotal	**$1,106,566**	**$1,164,785**	**$1,164,785**	**$1,251,443**	**$1,314,547**
Investment Income					
Investment Income	$60,116	$45,000	$45,000	$35,000	$800,000
Subtotal	**$60,116**	**$45,000**	**$45,000**	**$35,000**	**$800,000**
Donations					
Donations	$35,000	$48,200	$48,200	$36,990	$52,000
Subtotal	**$35,000**	**$48,200**	**$48,200**	**$36,990**	**$52,000**
Transfer In					
Transfer In - Trust	$1,089,596	$1,073,566	$1,209,566	$1,173,040	$1,007,520
Transfer In - Inspection	$2,771	$3,790	$3,790	$3,790	$0
Transfer In - Parking	$108,498	$109,795	$109,795	$109,795	$167,558
Transfer In - Airport	$74,152	$75,560	$75,560	$75,560	$77,326
Transfer In - Conserv Prop	$25,000	$34,000	$34,000	$34,000	$26,000
Transfer In - Impact Fee	$0	$98,890	$165,037	$98,890	$138,323
Transfer In - Grts & Donations	$0	$0	$0	$1,185,232	$945,300
Transfer In - Golf	$0	$300	$300	$300	$111,660
Transfer In - Arena	$66,765	$75,101	$75,101	$75,101	$78,333
Transfer In - Solid Waste	$3,600	$3,600	$3,600	$3,600	$3,600
Transfer In - NEOCTIF	$177,115	$178,890	$178,890	$178,890	$180,679
Transfer In - Sears Block TIF	$454,060	$446,635	$446,635	$446,635	$437,273
Transfer In - Penacook TIF	$8,135	$11,220	$11,220	$11,220	$14,515
Transfer In - Water	$903,895	$798,479	$798,479	$798,479	$811,382
Transfer In - Wastewater	$1,093,792	$991,967	$991,967	$991,967	$1,045,440
	$4,007,379	**$3,901,793**	**$4,103,940**	**$5,186,499**	**$5,044,909**
Use of Fund Bal/RE					
Use of Fund Balance	$0	$1,750,000	$2,843,342	$0	$375,000
Subtotal	**$0**	**$1,750,000**	**$2,843,342**	**$0**	**$375,000**
Motor Vehicle Reg					
Motor Vehicle Registrations	$7,468,140	$7,100,000	$7,100,000	$7,100,000	$7,450,000
Subtotal	**$7,468,140**	**$7,100,000**	**$7,100,000**	**$7,100,000**	**$7,450,000**

General Fund Revenue

	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Dept Service Charges					
MV Transportation Surcharge	$189,138	$180,000	$180,000	$180,000	$180,000
MV Transportation Admin	$21,003	$21,000	$21,000	$21,000	$20,500
MV Waste Disposal	$21,229	$21,000	$21,000	$21,000	$20,500
MV State Agent Admin	$138,847	$125,000	$125,000	$132,000	$125,000
Reports, Prints, and Copies	$2,783	$2,150	$2,150	$2,190	$2,100
Recording Fees	$10,442	$6,000	$6,000	$11,250	$10,000
Application Fees	$54,240	$41,400	$41,400	$44,000	$41,400
Review Fees	$139,660	$80,000	$80,000	$150,000	$110,000
Inspection Fees	$18,483	$22,000	$22,000	$22,000	$131,000
Camps	$114,668	$140,530	$140,530	$130,740	$140,000
Aquatics Programs	$19,109	$24,930	$24,930	$28,380	$30,400
Program Fees	$104,937	$148,715	$148,715	$156,100	$164,650
Salt Sales	$3,393	$30,000	$30,000	$30,000	$30,000
Tree Sales	$1,700	$9,000	$9,000	$9,000	$9,000
Timber Sales	$25,950	$5,000	$5,000	$24,400	$18,000
Mark-up	$10,378	$15,000	$15,000	$15,000	$15,000
Non-Resident Library Fees	$5,485	$6,000	$6,000	$7,500	$7,500
Sundry Services	$56,492	$46,120	$46,120	$52,000	$48,300
Special Duty Services	$163,101	$232,500	$232,500	$345,000	$272,500
Police Patrol Servics	$3,610	$6,400	$6,400	$1,100	$6,400
Cruiser Rental Fee	$19,025	$25,000	$25,000	$55,000	$30,000
Police Witness Fees	$90	$0	$0	$0	$0
Ambulance Charges	$1,988,698	$1,998,294	$1,998,294	$2,196,240	$2,148,300
Alarm Boxes	$216,718	$223,135	$223,135	$223,135	$226,480
Other Service Charges	$178,009	$123,220	$123,220	$134,950	$118,170
Subtotal	**$3,507,187**	**$3,532,394**	**$3,532,394**	**$3,991,985**	**$3,905,200**
Retiree Health Reimb					
Retiree Health Insurance	$1,312,944	$1,334,950	$1,334,950	$1,367,220	$1,409,800
Subtotal	**$1,312,944**	**$1,334,950**	**$1,334,950**	**$1,367,220**	**$1,409,800**

General Fund Revenue

	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Other Revenue					
Sales of Lots and Niches	$43,689	$32,000	$32,000	$34,000	$34,000
Sale of Assets	$115,264	$30,000	$30,000	$30,000	$30,000
Advertising	$5,500	$8,000	$8,000	$7,000	$7,000
Cable TV Franchise	$828,198	$845,750	$845,750	$829,890	$829,600
Finance Charges	$3,064	$2,500	$2,500	$2,520	$2,500
Insurance Dist and Credits	$200,988	$0	$0	$321,824	$0
Forest Loss Reimbursement	$496	$460	$496	$496	$490
Reimbursements	$4,394	$10,000	$10,000	$7,000	$10,000
Other Revenue	$196,908	$34,740	$34,740	$74,660	$69,700
Subtotal	**$1,398,502**	**$963,450**	**$963,486**	**$1,307,390**	**$983,290**
Total Revenue	**$70,832,929**	**$69,668,734**	**$71,998,616**	**$71,378,499**	**$74,652,107**

General Fund Revenue

Description of Revenue Detail

The following items represent 86.5% of all General Fund revenues:

Property Taxes	$46,696,609	62.6%
Motor Vehicle Registrations	$7,450,000	10.0%
Transfer-In	$5,044,909	6.8%
Intergovernmental - Rooms and Meals Tax	$3,247,000	4.3%
Department Service Charges - Ambulance Charges	$2,148,300	2.9%
Total	$64,586,818	86.6%

Property Taxes

FY 2023 property taxes account for approximately 62.6% of General Fund revenues. This represents a 4.8% tax rate increase over FY 2022. Budgeted property taxes are determined by subtracting all other budgeted General Fund revenues from total General Fund budgeted expenses. The City Council did not set a specific tax rate target for FY 2023 and, instead, instructed the City Manager to present a responsible budget and work toward the City Council priorities.

In addition to the taxes to be raised for appropriations, $467,400 of tax revenue is estimated to be raised for tax abatements or overlay ($200,000) and war service credits ($267,400). Including overlay and war service credits, the FY 2023 total tax revenue is $47,164,009 up from $44,625,253 for FY 2022. The actual amount to raise in taxes is $2,538,756 higher than the FY 2022 budget and partly due to the additional real growth value in property assessments. The proposed City portion of the tax rate increases to $9.16. Please refer to the Resolution section for a comparison of FY 2022 versus FY 2023 budgetary tax rates.

Motor Vehicle Registrations

Revenue from motor vehicle registrations represents 10.0% of all General Fund revenue and is the second largest source of revenue for the Fund. This revenue is budgeted by using the current fiscal year's actual year-to-date receipts and estimating the remainder of the year, analyzing the local and national economy for automobile purchases, and considering forecasts of new car sales for the next 12-18 months. For FY 2023, it is anticipated that the current computer chip shortage that has plagued the auto industry will correct itself and more new vehicles will be available for purchase, which will help increase motor vehicle registrations and revenue.

Transfer-In

The Transfer In portion of revenue represents 6.8% of all General Fund revenue. It is comprised of Municipal Overhead charges to most of the City's Enterprise and Special Revenue funds, General Services Overhead Charges to the Water, Wastewater, and Arena Funds, as well as Information Technology (IT) computer charges to the Parking, Airport, Arena, Water, and Wastewater Funds. Municipal Overhead and General Services Overhead is determined using a formula to calculate the overhead expenses and prorating to the applicable funds based on their percentage of budgets. The amounts may also be adjusted based on the Fund's financial position or ability to absorb an increase in any given year. The IT charges, small in comparison to the overhead charges, are based on a cost-per-computer formula, as applicable to the individual Funds.

In addition to overhead transfers, the City also recognizes revenues as transfers in from trusts including cemetery, library, insurance and capital reserves, and transfers from Impact Fee and Tax Increment Finance (TIF) District funds as reimbursement for operating expenses and applicable debt service costs. For FY 2023, it also included $945,000 of American Rescue Plan Act (ARPA) funds to support wages and other applicable costs for City operations.

General Fund Revenue

Intergovernmental

Rooms and Meals taxes represent 4.3% of all General Fund revenue. The Council adopted budget represents a $1,041,995 increase over FY 2022. This is due to the increase that was announced by the State of New Hampshire after the City Council adopted the FY 2022 budget

Department Service Charges

Ambulance Service charges represent 2.9% of all General Fund revenue and is the fifth largest source of revenue for the Fund. Revenue is projected primarily based on historical trends and changes in emergency medical services demanded. Changes in payor mix (Medicare, Medicaid, private insurance, no insurance) can have a significant effect on revenues received.

Use of Fund Balance

If adopted, FY 2023 will be the third year that "Fund Balance" is used to balance the budget. For FY 2023, the amount of fund balance use has reduced from $1,750,000 in FY 2022 to $375,000 for FY 2023. After financial year-end activities are completed, the City Council considers using a portion of surplus remaining from the previous fiscal year, typically to fund one-time expenditures and transfers to capital reserve accounts. This process uses fund balance as the funding source, which has no real impact on the succeeding fiscal years' budgeting since this use of funds is primarily for one-time activities and not ongoing operations.

Fiscal Year	Total Fund Balance	Unassigned Fund Balance
2012	$14,153,990	$8,168,250
2013	$14,896,285	$9,079,250
2014	$14,199,114	$9,879,330
2015	$14,549,738	$10,171,068
2016	$15,939,783	$10,735,579
2017	$17,474,214	$11,015,079
2018	$17,514,013	$11,371,395
2019	$18,904,212	$11,769,490
2020	$19,721,024	$12,525,950
2021	$20,718,046	$12,067,362

Source: 2012-2021 Comprehensive Annual Financial Reports

General Government

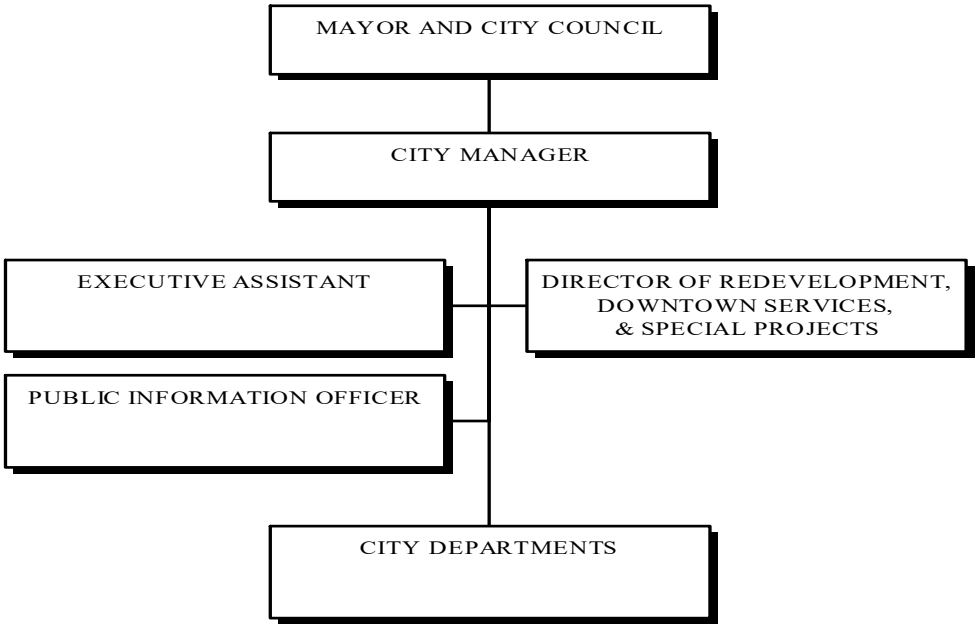
	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
City Manager	$54,006	$0	$10,000	$10,000	$0
Legal	$79,220	$78,089	$78,089	$77,439	$79,531
Assessing	$793,314	$710,152	$710,188	$690,104	$689,870
Human Resources	$38,357	$35,700	$35,700	$37,060	$35,700
Finance	$56,606,974	$56,948,388	$59,023,305	$56,329,126	$60,279,209
Information Technology	$20,498	$0	$0	$0	$0
City Clerk	$217,721	$88,720	$88,720	$100,300	$94,900
General Overhead	$4,321,761	$4,351,082	$4,417,229	$5,864,548	$5,606,240
Total Revenue	**$62,131,852**	**$62,212,131**	**$64,363,231**	**$63,108,577**	**$66,785,450**
Expense					
City Manager	$735,650	$824,311	$834,311	$841,020	$854,766
Legal	$1,317,311	$1,280,116	$1,280,116	$1,285,483	$1,432,737
Assessing	$654,766	$713,860	$713,860	$728,041	$772,195
Human Resources	$572,741	$616,727	$616,727	$617,972	$671,826
Finance	$2,337,897	$2,432,311	$2,484,311	$2,481,663	$2,505,004
Information Technology	$1,035,218	$1,152,643	$1,185,643	$1,163,973	$1,382,312
City Council	$34,682	$42,540	$42,540	$42,575	$40,704
City Clerk	$545,312	$500,996	$500,996	$479,117	$574,181
General Overhead	$14,566,108	$13,036,048	$14,916,048	$14,807,211	$13,819,852
Total Expense	**$21,799,684**	**$20,599,551**	**$22,574,551**	**$22,447,055**	**$22,053,578**

City Manager

Mission

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

CITY MANAGER
ORGANIZATIONAL CHART



Core Responsibilities

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

City Manager

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Other Revenue	$13,425	$0	$0	$0	$0
Other Gov Agencies - State	$3,416	$0	$0	$0	$0
Transfer In - Trust	$37,165	$0	$10,000	$10,000	$0
Total Revenue	**$54,006**	**$0**	**$10,000**	**$10,000**	**$0**
Expense					
Compensation	$479,722	$538,920	$538,920	$547,110	$554,052
Fringe Benefits	$154,965	$202,461	$202,461	$200,600	$213,865
Outside Services	$97,069	$75,591	$85,591	$85,971	$78,537
Supplies	$586	$3,800	$3,800	$3,800	$4,300
Insurance	$3,308	$3,539	$3,539	$3,539	$4,012
Total Expense	**$735,650**	**$824,311**	**$834,311**	**$841,020**	**$854,766**

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. CDBG Grant Applications	2	3	1	1
2. CDBG Grant Awards	2	3	1	1
3. Amount of CDBG Funding Requested	$434,920	$1,224,841	$25,000	$500,000
4. Amount of CDBG Funding Awarded	$434,920	$1,224,841	$25,000	$500,000

2023 Goals

1. Implement the enhanced ambulatory services initiative as approved by City Council.
2. Complete priority infrastructure projects including: construction of the Hoit/Whitney Road intersection, construction of the new high lift station at the Water Treatment Plant, and other approved capital projects.
3. Work with departments and boards to update, adopt and implement the City's new zoning code.
4. Continue to work with the Human Resources Department to facilitate organization-wide programs to enhance diversity, equity, and inclusion in the workplace.
5. Apply for maximum funding possible for housing, public facilities, and economic development related projects under the Community Development Block Grant (CDBG) program, as administered by the Community Development Finance Authority (NHCDFA).
6. Maintain or improve the City's financial position and bond ratings while managing towards a balanced budget.
7. Work with the Human Resources Department on retention and recruitment initiatives.
8. Develop and implement strategies to expand training opportunities for staff city-wide. Focus on succession planning, mentorship and employee development programs.

2022 Goal Status

1. Apply for maximum funding possible for housing, public facilities, and economic development related projects under the Community Development Block Grant (CDBG) program, as administered by the NH Community Development Finance Authority (NHCDFA).
   9-Month Status: In November 2022, the City secured a $25,000 CDBG "Planning Grant" to assist Making Matters NH (Concord Makerspace) to conduct a needs assessment and feasibility study concerning technical assistance services for entrepreneurs in the Capital Region. The study will identify the number of micro-enterprise and small businesses within the region, current technical assistance resources and support systems for said businesses and gaps associated therewith, as well as develop a feasibility study / business plan to address

2022 Goal Status (continued)

2. Complete the LED Street Light Re-Lamping Project.
   9-Month Status: Approximately 80% of the street lights have been converted to LED. Supply chain issues have delayed the remaining lights. This project is anticipated to save the City in excess of $600,000 over the next ten years.

3. Working with the Human Resources Department, and in coordination with the City Council, facilitate an organization-wide program to enhance diversity, equity, and inclusion in the workplace.
   9-Month Status: The City has partnered with the National League of Cities to provide core team training to City leaders in order to align with City Council priorities around diversity, equity and inclusion. Our hope is to roll out immersive training for all City employees, focusing on an inclusive work environment with engaged employees. In the interim, we have been working with community partners on learning more about diversity, equity and inclusion; marketing our employment opportunities to underrepresented populations; and being responsive to community needs around representation. The Human Resources Department has provided training to City Supervisors, Managers and Department Heads on gender equity; and harassment/discrimination training has been offered to all employees, with 130 employees taking part thus far. Most recently, training on creating an inclusive workplace culture was presented.

4. Complete construction of the new high lift station at the Water Treatment Plant.
   9-Month Status: Construction has been delayed by six weeks due to supply chain issues. Original completion, which was scheduled for July 2022, has now been pushed out to September 2022.

5. Construct improvements associated with the Hoit Road/Whitney Road intersection project.
   9-Month Status: This project was anticipated to break ground in June 2021, but was delayed until mid-September 2021, due to an 8-month delay in permitting from the NH Department of Fish & Game. As a result of this delay, the project work schedule had to be restructured, since the work on the main Route 4 corridor could not be done with the limited time remaining in the 2021 construction season. This forced the contractor to move that work to 2022. The project now expects that an interim, single lane roundabout will be open for traffic and will allow the NH Department of Transportation to permit Market Basket to open in mid-August 2022, at the latest (weather contingent).

6. Work with the Fire Department on recruitment and retention programs.
   9-Month Status: The Fire Department's recruitment and retention committee, which was developed to improve strategies for attracting new employees to the Department, has met several times and released its first status report on February 28, 2022. The results of a Department-wide survey is being analyzed and tabulated. These will be used to drive the committee's further efforts.

7. Implement varied and detailed COVID-19 reopening strategies for all Department units.
   9-Month Status: In conjunction with the Human Resources Department, continued strategies were developed in FY 2021 by the multi-departmental COVID reopening team. The strategies involved isolating sick employees following State guidelines; adhering to quarantine guidelines of household contacts; continuing masking requirements through the Omicron variant outbreak; providing leave flexibility to encourage adherence to guidelines; encouraging and supporting vaccination initiatives to include hosting clinics, allowing time off for vaccination appointments, and assistance with scheduling. To ensure continuity of operations and prevent outbreaks, employee teams were divided to the extent possible while still achieving work output.

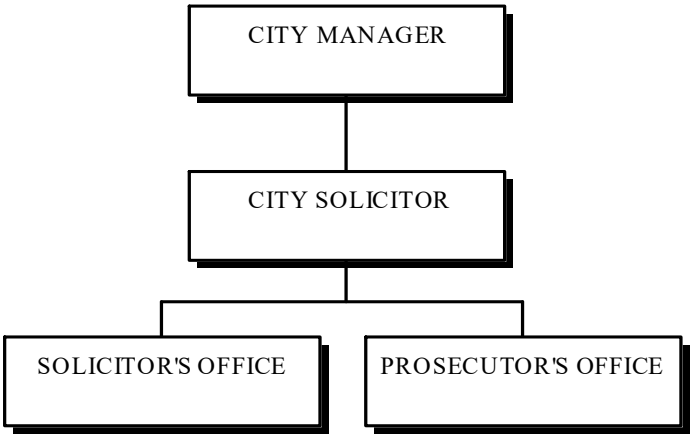
8. Work with the Human Resources Department to update performance evaluation systems and recruiting as part of the new ERP system.
   9-Month Status: New performance evaluation forms and guidelines have been developed on paper, consolidating the Manager and Supervisory documents into one form and offering a new form for Non-Supervisory employees. These forms mimic what is being set up in MUNIS, as managers/supervisors will begin to create the evaluations in ESS and then it will be routed through a work flow process for approval by rating authorities.

Legal

Mission

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

LEGAL DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

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

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

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

Legal

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Fines for Code Prosecution	$6,086	$5,000	$5,000	$2,230	$5,000
Court Ordered Payments	$2,419	$1,000	$1,000	$3,120	$1,000
Reports, Prints, and Copies	$39	$0	$0	$0	$0
Other Gov Agencies - Local	$70,676	$72,089	$72,089	$72,089	$73,531
Total Revenue	**$79,220**	**$78,089**	**$78,089**	**$77,439**	**$79,531**
Expense					
Compensation	$847,581	$777,054	$777,054	$812,830	$885,811
Fringe Benefits	$320,029	$337,632	$337,632	$309,060	$380,498
Outside Services	$140,871	$154,954	$154,954	$153,183	$155,341
Supplies	$2,670	$4,000	$4,000	$4,000	$4,000
Insurance	$6,160	$6,476	$6,476	$6,410	$7,088
Total Expense	**$1,317,311**	**$1,280,116**	**$1,280,116**	**$1,285,483**	**$1,432,737**

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Civil Litigation Cases	*21	*15	*13	*13
2. Tax Abatement Cases	*20	*19	*20	*20
3. Tax Lien Mortgages (Research at Registry)	329	375	350	350
4. Tax Deed Mortgages (Research at Registry)	45	77	75	75
5. Tax Title Searched for Properties to be Deeded	374	452	425	425
6. Ordinances, Reports and Resolutions	155	136	140	150
7. Negotiated Union Contracts (out of 6)	4	1	1	5
8. Licenses, Agreements and MOUs	49	78	85	85
9. Bankruptcy Matters (Claims Filed)	4	2	2	2
10. City Department/Public Body Westlaw Legal Research	2,074	2,333	1,500	1,500
11. Financial Guarantees for City Projects/Developments	53	60	45	45
12. Right-to-Know Requests	116	113	**100	**100
13. Complaints Filed/Reviewed	3,652	3,650	4,602	4,700
14. Criminal Dispositions, Hearings, Proceedings	12,635	16,703	15,800	16,200
15. Juvenile Dispositions and Hearings	546	662	550	550
16. Administrative License Suspensions	206	239	296	300
17. Concord Code Enforcement	6	23	15	15

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

Legal

2023 Goals

1. The City Solicitor's Office will provide Right-to-Know Law training to all City Departments, the City Council, Boards, Commissions and Committees.
2. The City Solicitor's Office will provide the City's Ethics Ordinance training to the City Council, Boards, Commissions and Committees.
3. The City Solicitor's Office will archive remaining paper files to electronic format.
4. The City Prosecutor's Office will review the impact of pending State legislation relative to the staffing levels at the Prosecutor's Office.
5. The City Prosecutor's Office has experienced a reduction and turnover in its attorney positions in FY 2022. The City Prosecutor's Office will continue to train officers on a case-by-case basis, as staffing levels allow, for additional time to complete enhanced training.
6. The City Prosecutor's Office will continue to meet with the Court on a regular basis to work on solutions to reduce the backlog of cases from FY 2022.

2022 Goals Status

1 The City Solicitor's Office will continue to provide legal guidance to all City Departments, the City Council, Boards, Commissions and Committees relative to operation during the Covid-19 pandemic and as we expect to emerge out of this pandemic.
9-Month Status: The City Solicitor's Office continues to succeed with this goal.

2. The City Solicitor's Office will provide Right-to-Know Law training to all City Departments, the City Council, Boards, Commissions and Committees.
9-Month Status: The City Solicitor's Office has provided continuous guidance throughout the fiscal year on compliance with the Right-to-Know Law. The Solicitor's Office anticipates training to take place in May or June of 2022.

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

4. The City Prosecutor's Office will continue to work with the Court and Police Departments to manage the large back log of cases as a result of the COVID-19 pandemic.
9-Month Status: The City Prosecutor's Office has been working very closely with the Sixth Circuit Concord District Division to manage the large backlog of cases. The extended closure of the Courts due to COVID-19 and the insufficient staffing at the Courts will extend this backlog into 2023.

5. The City Prosecutor's Office will conduct training for the Concord Police Department and contract police departments.
9-Month Status: As a result of the large caseload, the City Prosecutor's Office has only been able to provide training on a case-by-case basis and will continue to do so.

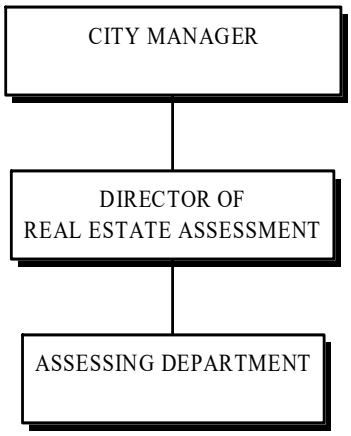
6. The City Prosecutor's Office will research appropriate software to move toward a more efficient system that will involve less paper files and will work more effectively with the Police Departments.
9-Month Status: The City Prosecutor's Office researched our present data system and spoke to a few entities about new software but will need to coordinate with the Concord Police Department when and if they decide to update their system to see if it provides appropriate data management for the Prosecutor's Office as well.

Assessing

Mission

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

ASSESSING DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

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

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

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

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

Assessing

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Timber Tax	$18,698	$15,000	$15,000	$15,000	$15,000
Payment-In-Lieu-of-Tax (PILOT)	$773,397	$694,472	$694,472	$674,508	$674,180
Excavation Activity Tax	$72	$100	$100	$0	$100
Forest Loss Reimbursement	$496	$460	$496	$496	$490
Other Revenue	$118	$120	$120	$100	$100
Other Gov Agencies - State	$532	$0	$0	$0	$0
Total Revenue	**$793,314**	**$710,152**	**$710,188**	**$690,104**	**$689,870**
Expense					
Compensation	$425,955	$440,393	$440,393	$440,500	$460,864
Fringe Benefits	$196,206	$215,015	$215,015	$229,255	$242,949
Outside Services	$26,923	$51,619	$51,619	$51,456	$61,070
Supplies	$2,551	$3,700	$3,700	$3,700	$3,750
Insurance	$3,130	$3,133	$3,133	$3,130	$3,562
Total Expense	**$654,766**	**$713,860**	**$713,860**	**$728,041**	**$772,195**

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Building Permits Processed	557	545	505	550
2. Building Permits Inspected	452	534	571	525
3. New Homes Added	66	75	37	37
4. New Parcels Added	37	52	37	35
5. Deed Changes Processed	825	825	915	865
6. Sales Reviews Conducted	*146	622	627	575
7. Appeals: BTLA & Superior Court	15	13	20	20

* Less reviews as a result of COVID-19.

2023 Goals

1. Complete a statistical update for all property for market value as of April 1, 2022.
2. Work in conjunction with GIS staff to complete the last phase of the digital tax map program.
3. Conduct an ongoing review of exempt properties (2-4 properties/year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.

2022 Goals Status

1. Complete a statistical update for all property for market value as of April 1, 2021.
   9-Month Status: Statistical update completed.

2. Work in conjunction with GIS staff to complete the digital tax map program as funded to date.
   9-Month Status: Phase VI is completed and delivered. Phase VII, the final phase, is underway.

Assessing

2022 Goals Status (continued)

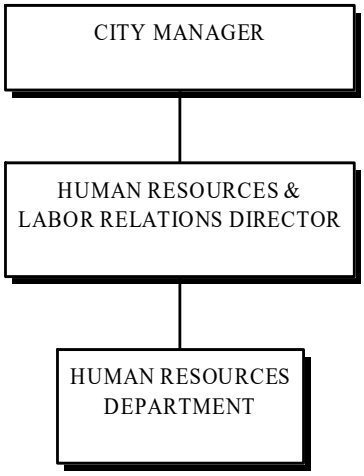
3. Conduct an ongoing review of exempt properties (2-4 properties/year) to determine if they meet the qualifications of the charitable, educational or religious exemptions under RSA 72:23.
   9-Month Status: Concord Hospital, 151 Langley Parkway, not exempt. Child & Family Services, 125 River Road/210 Bog Road, denied exempt status; property unused. Pierce Brigade Inc., 14 Horseshoe Pond, exempt; no longer leasing part of the building. Community Bridges, 162 Pembroke Road, not exempt; unused. Granite State Baptist Church, Sheep Davis Road, three new parcels purchased, not exempt; unused. NH Historical Society, 6 Eagle Square, partial exemption; change in use. Pope Memorial SPCA of Concord, 93 Silk Farm Road, not exempt; unused. UNH, 25 Essex Street, not exempt; change in use. YMCA, Iron Works Road, not exempt; unused.

Human Resources

Mission

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

HUMAN RESOURCES DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

1. Oversee six primary areas of responsibility: Benefits and Wellness Administration; Safety Management; Training and Professional Development Coordination; Leave Management; Recruiting; and Employee/Labor Relations.

2. Manage benefit administration for City of Concord employees and retirees.

3. Manage the Human Resources Information System, which includes new hire entries, pay changes, terminations, and maintenance of all position and pay data.

4. Manage compliance issues for local, state and federal regulations, including the Family Medical Leave Act, the American's with Disabilities Act, Equal Employment Opportunity, the Civil Rights Act, and others.

Human Resources

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Donations	$35,000	$35,700	$35,700	$35,700	$35,700
Other Revenue	$366	$0	$0	$1,360	$0
Other Gov Agencies - State	$2,992	$0	$0	$0	$0
Total Revenue	**$38,357**	**$35,700**	**$35,700**	**$37,060**	**$35,700**
Expense					
Compensation	$347,685	$358,381	$358,381	$359,881	$376,019
Fringe Benefits	$151,820	$167,575	$167,575	$167,858	$176,102
Outside Services	$67,334	$83,676	$83,676	$83,513	$112,297
Supplies	$3,453	$4,500	$4,500	$4,150	$4,500
Insurance	$2,450	$2,595	$2,595	$2,570	$2,908
Total Expense	**$572,741**	**$616,727**	**$616,727**	**$617,972**	**$671,826**

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Recruitments Conducted	99	92	81	101
2. Wellflex Enrollments	362	261	355	350
3. Wellflex Completions	79	81	+102	100
4. New Hire Orientations	13	13	16	13
5. Retirements Processed	23	15	15	25
6. Lost Time Injury Frequency	14	*19	**36	***26

\+ The increase in completions is due, in part, to the availability of virtual wellness programs during COVID.
* 6 Lost Time Claims COVID-19 related; 13 Lost Time Claims unrelated to COVID-19.
** 26 Lost Time Claims COVID-19 related; 10 Lost Time Claims unrelated to COVID-19.
*** 20 Lost Time Claims COVID-19 related; 3 Lost Time Claims unrelated to COVID-19, to date.

2023 Goals

1. Complete MUNIS Performance Evaluations, Training/Certifications, and ESS Functionality roll out.
2. Complete training for Manager Use of Employee Self Service for evaluations, leave approval and personnel action approvals.
3. Conduct Citywide training on Diversity, Equity and Inclusion.
4. Continue work with Retention/Recruitment Committee Initiative.

2022 Goals Status

1. Research and implement alternative resources for wellness programs for both in-person and virtual classes.
   9-Month Status: Thanks in part to our new Benefit Consultant, Borislow Insurance, we were able to negotiate additional funding from Harvard Pilgrim to provide the City with monthly wellness educational opportunities. As a result of this, we have been able to offer multiple virtual programs to employees, spouses and retirees. These virtual programs have had improved attendance and satisfaction with the variety of the topics and presenters. Attendees appreciate the convenience of being able to attend using their mobile devices or their laptops, either at their workstations or at home. In addition to the monthly Harvard Pilgrim offerings, Borislow Insurance has their own wellness coordinator who has provided us with virtual wellness programs and monthly challenges. Interest in the wellness program has increased slightly as a result of these virtual offerings.

Human Resources

2. Develop educational videos and how-to's for making life event changes for benefits, changing demographic information, viewing paycheck information, total compensation, etc. in the MUNIS Employee Self Service (ESS) module.
   9-Month Status: As online benefit enrollment through ESS is still being developed, with a plan to roll it out for open enrollment in May of 2022, videos and how-to's have not been created. The intent is to do that once the set up is completed and rolled out to the employees, at the same time as the online benefit enrollment. The ability to make life changes for benefits through the ESS portal will be rolled out after July 1, 2022. That is the second phase of the online benefit enrollment process. ESS was rolled out to employees for demographic changes, inquiry and print of paycheck advices/stubs, and W-2 documents. There is view access for employee annual and sick leave accrual as well. Training was accomplished during virtual training sessions and documentation.

3. Develop an updated Performance Evaluation System utilizing the MUNIS ERP system.
   9-Month Status: New performance evaluation forms and guidelines have been developed on paper, consolidating the Manager and Supervisory documents into one form and offering a new form for Non Supervisory employees. These forms mimic what is being set up in MUNIS, as managers/supervisors will begin to create the Evaluations in ESS and then it will be routed through a work flow process for approval by rating authorities.

4. Implement the Recruiting Module of the MUNIS ERP system.
   9-Month Status: This goal has been paused at this time while we evaluate our current product (NEOGOV) versus the MUNIS module for recruitments. The MUNIS product appears to be a very manual process that is not used by many municipalities. It is cumbersome and labor intensive to implement and operate. NEOGOV is well understood by all hiring managers/users within the City and is highly user friendly. It is well established with 10+ years of organizational data stored within, as well as a robust analytics capability. MUNIS can offer neither with their module at this time, although enhancements may be in the pipeline.

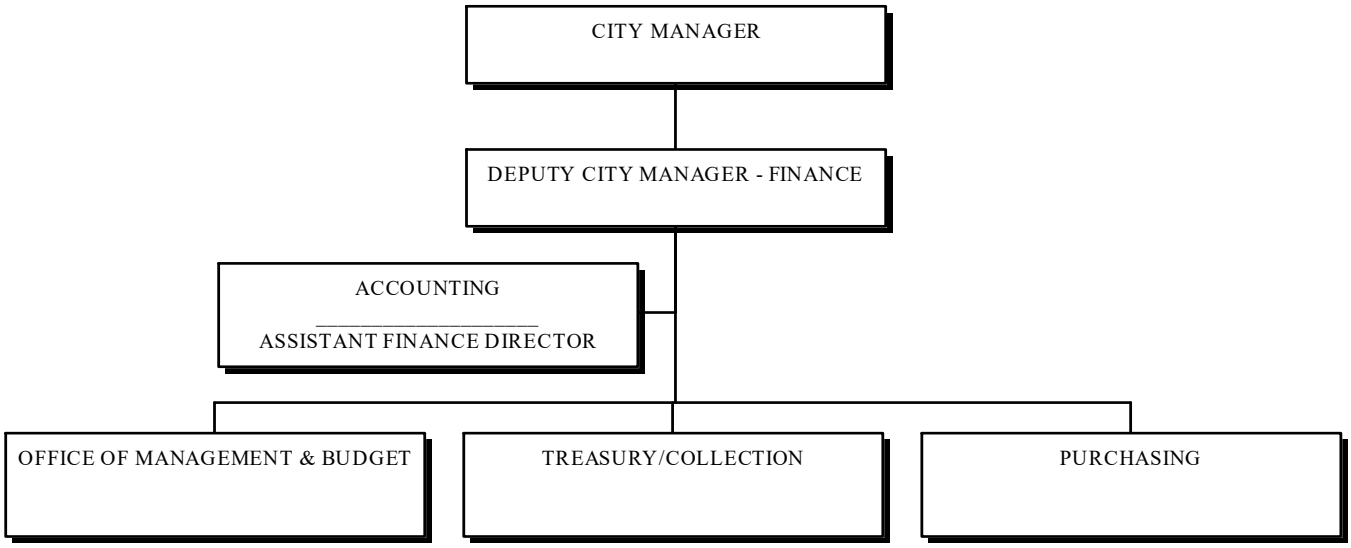
5. Facilitate an organization-wide program to enhance diversity, equity and inclusion in the workplace.
   9-Month Status: We have partnered with the National League of Cities to provide core team training to City leaders in order to align with City Council priorities around Diversity, Equity, and Inclusion (DEI). Our hope is to roll out immersive training for all City employees, focusing on an inclusive work environment with engaged employees. In the interim, we have been working with community partners on learning more about DEI, marketing our employment opportunities to underrepresented populations, and being responsive to community needs around representation. We have provided training to City Supervisors, Managers and Department Heads on Gender Equity, and Harassment/Discrimination training has been offered to all employees with 130 taking part thus far. Most recently, training on creating an inclusive workplace culture was presented.

Finance

Mission

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

FINANCE DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

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

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

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

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

Finance

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Property Taxes	$44,047,528	$44,157,853	$44,157,853	$44,157,853	$46,696,609
Fines and Penalties	$567,468	$450,000	$450,000	$600,000	$450,000
Motor Vehicle Registrations	$7,468,140	$7,100,000	$7,100,000	$7,100,000	$7,450,000
MV Transportation Surcharge	$189,138	$180,000	$180,000	$180,000	$180,000
MV Transportation Admin	$21,003	$21,000	$21,000	$21,000	$20,500
MV Waste Disposal	$21,229	$21,000	$21,000	$21,000	$20,500
MV State Agent Admin	$138,847	$125,000	$125,000	$132,000	$125,000
Investment Income	$60,116	$45,000	$45,000	$35,000	$800,000
Sale of Assets	$115,264	$30,000	$30,000	$30,000	$30,000
Finance Charges	$3,064	$2,500	$2,500	$2,520	$2,500
Use of Fund Balance	$0	$1,750,000	$2,843,342	$0	$375,000
Other Revenue	$150,666	$500	$500	$2,700	$30,500
Other Gov Agencies - State	$738,532	$0	$0	$0	$0
Rooms and Meals Tax	$2,175,006	$2,205,005	$3,141,213	$3,141,213	$3,247,000
Highway Block Grant	$859,309	$859,530	$851,599	$851,600	$851,600
Railroad Tax	$1,964	$1,000	$2,298	$2,240	$0
Transfer In - Trust	$49,700	$0	$52,000	$52,000	$0
Total Revenue	**$56,606,974**	**$56,948,388**	**$59,023,305**	**$56,329,126**	**$60,279,209**
Expense					
Compensation	$1,425,458	$1,442,685	$1,442,685	$1,451,948	$1,487,948
Fringe Benefits	$622,342	$686,494	$686,494	$678,135	$714,696
Outside Services	$230,281	$248,989	$248,989	$246,170	$250,779
Supplies	$38,591	$43,670	$43,670	$43,040	$39,650
Insurance	$10,270	$10,473	$10,473	$10,370	$11,931
Capital Outlay	$10,954	$0	$52,000	$52,000	$0
Total Expense	**$2,337,897**	**$2,432,311**	**$2,484,311**	**$2,481,663**	**$2,505,004**

Finance

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Collection Rate as a % of Current Levy	98.2%	98.5%	98.5%	98.2%
2. Total Number of Motor Vehicle Registrations	45,900	45,974	46,100	46,100
3. Bond Rating – Moody's/S&P	AA+	AA+	AA+	AA+
4. Number of Purchasing Transactions	6,432	8781	7,000	7,000
5. Dollar Value of All Purchasing Transactions	$43,744,578	$48,619,910	$47,500,000	$47,500,000

2023 Goals

1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
2. Continue to maintain or improve the City's current bond rating.
3. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.

2022 Goals Status

1. Maintain a property tax collection rate of at least 98% to ensure adequate financial resources for the City, School and County.
   9-Month Status: The current housing market contributes to a favorable collections rate for the City. Delinquent taxes are paid at time of ownership change. The mailing of "friendly" reminder notices, along with a late summer lien date, has influenced the decreased number of parcels liened each year. Continued customer communication to increase knowledge of the tax collection process, as well as exemptions and credits available, promotes a better customer service experience.

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

3. Analyze the commercial marketplace, utilize selected cooperative purchasing contracts, and implement best practices to develop strategies for the timely purchase of goods and services.
   9-Month Status: A cooperative bid for elevator services with the cities of Dover, Keene and Lebanon will be issued in April 2022. A term contract was signed for gasoline for the period of November 2021—June 2022 (80% fixed price).

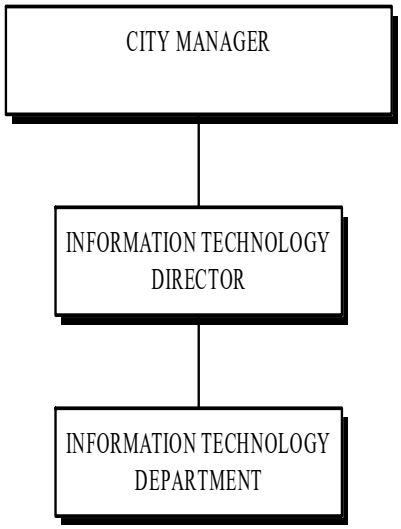
4. Go live in April 2022 for the Utility Billing Module of the new Enterprise Resource Planning (ERP) software.
   9-Month Status: This module is nearly complete and the expected go-live date has been revised to June 2022.

Information Technology

Mission

To provide and support reliable, high quality, cost-effective technologies and technology-based services in a timely manner to all clients of City services.

INFORMATION TECHNOLOGY DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

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

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

Information Technology

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Other Gov Agencies - State	$20,498	$0	$0	$0	$0
Total Revenue	**$20,498**	**$0**	**$0**	**$0**	**$0**
Expense					
Compensation	$600,678	$662,925	$682,815	$664,200	$787,750
Fringe Benefits	$245,632	$300,050	$311,460	$311,609	$374,208
Outside Services	$183,506	$183,458	$183,458	$181,994	$213,331
Supplies	$1,151	$1,800	$3,500	$1,800	$2,000
Insurance	$4,250	$4,410	$4,410	$4,370	$5,023
Total Expense	**$1,035,218**	**$1,152,643**	**$1,185,643**	**$1,163,973**	**$1,382,312**

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Number of Support Calls	4,200	4020	4,600	4,000
2. Network Availability - Estimated Percentage	99.7%	99.2%	99.7%	99.5%
3. Average Website Visitors per Month	45,000	55,000	60,000	65,000
4. Number of Employee Systems Supported	510	530	540	555
5. Average Age of Hardware Systems	3.3	2.8	3.4	3.2

2023 Goals

1. Replace 16 Police Mobile units and 10 Fire Apparatus units.
2. Replace 30% of department access network switches and implement improved security protocols and network access.
3. Replace Central Network Core, and upgrade high speed access to Data Repository Center.
4. Replace Legacy Human Services Benefit tracking system with online centralized software platform.
5. Review EPA recommendations and implement improved security to our Water and Wastewater infrastructure.
6. Upgrade the City's internal Helpdesk ticketing system.
7. Implement Two-Factor authentication for First Responders.

2022 Goals Status

1. Refresh 150 desktops and notebooks, as well as mobile devices in the General Services Department.
   9-Month Status: We have completed 85% of the Library chromebooks to date. Remainder will be completed by the end of June.

2. Replace 16 mobile hardened notebook computers in the Police Department and 10 in the Fire Department.
   9-Month Status: Incomplete. Delayed due to supply chain issues (Police) and the delay in implementing new CAD software (Fire). Expected to be completed during Summer 2022.

3. Replace 30% of network switches and implement improved security protocols and network access.
   9-Month Status: Incomplete. This goals has been moved to FY 2023 to be implemented with the advent of the Network Security position.

Information Technology

2022 Goals Status (continued)

4. Convert, manage, and implement Utility Billing module in the Munis ERP system.
   9-Month Status: Incomplete. Conversion and training are 80% complete, with an estimated go live date of June 2022.

5. Finish converting the Legacy permitting system and migration to Energov permitting ERP integration.
   9-Month Status: Incomplete. Delay in the conversion formatting legacy data to the new system. Estimated go live date of summer 2022.

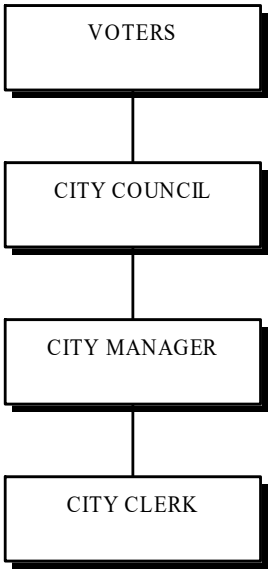
6. Complete 911 Audit of all City Physical Telephone lines.
   9-Month Status: Completed.

City Council

Mission

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

CITY COUNCIL
ORGANIZATIONAL CHART



City Council

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Expense					
Compensation	$15,833	$16,000	$16,000	$16,000	$16,000
Fringe Benefits	$1,233	$1,231	$1,231	$1,260	$1,287
Outside Services	$16,948	$23,935	$23,935	$23,935	$22,035
Supplies	$548	$1,250	$1,250	$1,250	$1,250
Insurance	$120	$124	$124	$130	$132
Total Expense	**$34,682**	**$42,540**	**$42,540**	**$42,575**	**$40,704**

CY 2022-2023 Priorities

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

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

CY 2022-2023 Ongoing Initiatives

1. Former Tannery Site/Park
2. Enhanced Neighborhood Street Program
3. Bridges: Loudon Road Bridge
4. Technology Infrastructure Improvements

CY 2022-2023 Goals Status

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

a) Eliminate Use of Fund Balance to Balance Budget: During the 2021 tax rate setting, the City was able to reduce the FY 2022 budgetary use of fund balance by $929,611 to $820,589. For FY 2023, City Administration will review the budgetary use of fund balance to balance the budget and work to responsibly reduce this amount over the next two years.

b) ARPA Strategy: On March 14, 2022, City Council approved a supplemental resolution appropriating $4,567,295 in ARPA funds as part of the Standard Revenue Replacement Option under the U.S. Treasury Final Rules for ARPA funds. The City received its first installment of $2,283,647.65 in July 2021 and anticipates receiving the second installment in July 2022. The first installment will be distributed to several City Funds as part of the revenue replacement guidance in FY 2022. The second installment will be allocated as part of the FY 2023 and FY 2024 budget processes.

   The General Services Department successfully obtained an ARPA grant in the amount of $760,000 from the NH Department of Environmental Services to be applied towards a $3.8 million facility refurbishment at the Hall Street Wastewater Treatment Facility.

c) Health Insurance Costs**:** The City has received a renewal on their medical insurance with a 10.25% rate increase driven by high cost claimants and the impact of COVID on the industry as a whole. This rate increase was negotiated from a proposed Not-to-Exceed rate of 14.9%. The new rates will go into effect for FY 2023. Also, for FY 2023, the City will pay 90% of the premium and the employee will pay 10% of the premium. This is a change from the 95/5% cost sharing over the last two years.

d) Grant Funding Opportunities: City staff is currently working on a variety of grant funding opportunities.

The General Services Department has completed a grant application for approximately $75,000 from the NH Department of Environmental Services to offset, in part, the replacement of a 2001 Mack sludge hauling truck. In conjunction with the Information Technology Department, the General Services Department is also pursuing grant funds to enhance cybersecurity for the City's water and wastewater treatment facilities.

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

The Fire Department received $10,000 in grant funding from the NH Department of Safety, Homeland Security Grant Program, to support technical water related emergencies. It also plans to pursue a FEMA Hazard Mitigation Grant Program grant and a Local Emergency Operations Planning grant to contract the services of professional firms to advise on and update the Hazard Mitigation Plan and Local Emergency Operations Plan, respectively. Both serve as frameworks to aid in response and recovery in the event of a disaster. The Fire Department also plans to pursue a $50,000 GOFERR Locality Equipment Purchase Program grant to be used to purchase durable equipment to be used on a fourth ambulance due to the increased call volume and system demand caused by COVID. The Fire Department serves as the point of contact for FEMA Public Assistance grant requests for the City and has received, submitted, or identified grant funding reimbursement opportunities related to COVID for wages and materials. Work on these Public Assistance grant reimbursements is ongoing.

The Parks and Recreation Department has applied for two EDA Travel, Tourism and Outdoor Recreation grants. The first one is for the Phase 2 build of Terrill Park, which includes an artificial turf field with lights, parking area, storage building, equipment and associated site work. The Terrill Park project is fully designed and permitted, and is "shovel ready." The second grant is for the design, permitting and construction of the boardwalk section of the Merrimack River Greenway Trail, which will connect the built section at Terrill Park to the new cornfield section near Loudon Road. If awarded, these grants require a 20% match and must be built within four years.

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

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

a) Bricks and Mortar: The commercial construction at Exit 17, called Interchange Development, continues to progress. In March, the Planning Board conditionally approved 1,500 square feet for a restaurant, 2,750 square feet for retail, and 2,500 square feet for a credit union. This is in addition to the already approved Market Basket, State Liquor Outlet, and Wendy's restaurant at the site.

The Grappone Family received conditional approval from the Planning Board for a new Mazda dealership at 134 Manchester Street.

Zoning Rewrite: Work continues on the final draft of Phase 1. Phase 2 public meetings have been scheduled for March 28-31, 2022. It is anticipated that staff will bring both phases to City Council at the same time for public hearing and adoption in late 2022.

c) Housing:

i. Former NH Employment Security Property: On May 20, 2021, the City Council approved Resolution #9375, which authorized the City Manager to enter into a Purchase and Sales Agreement with the John Flatley Company concerning sales and redevelopment of the former NH Employment Security property located at 32-34 South Main Street and 33 South State Street. The Purchase and Sales Agreement was executed on May 17, 2021, and subsequently amended on September 14, 2021 and January 11, 2022. The Developer plans to demolish the existing 26,000 square foot former office building and construct a new 80,000 square foot apartment building featuring 64 market rate units. The new development will have an assessed value of $8-$10.24 million, and will generate $215,000-$275,000 in property taxes annually. Due to governmental ownership, the property has been tax exempt since 1979.

On December 22, 2021, the City completed interior asbestos abatement at the property. The estimated cost of abatement was $332,000, of which $200,000 (or 60%) was funded by a grant from the NH Department of Environmental Services.

On March 2, 2022, the Developer secured required variances and special exceptions from the Zoning Board of Adjustment. A public hearing for the Developer's site plan application is scheduled with the Planning Board for April 20, 2022. Subject to receiving development approvals and satisfaction of other conditions, a closing on the sale of the property to the Developer is tentatively scheduled for May 31, 2022. Construction will commence immediately thereafter.

ii. Penacook Landing Phase 2: On September 18, 2019, the City sold 2.5 acres of the former Allied Leather Tannery site, located at 33-35 Canal Street, to the Caleb Development Corporation (Caleb) for redevelopment into a 54-unit housing project. Phase 1 was completed in October 2020. In October 2021, Caleb was awarded $467,844 in tax credits from the NH Housing Finance Authority for Phase 2 of the project. Phase 2 will feature 20 apartments, the majority of which will be affordable units. The estimated cost of Phase 2 is $4.8 million, of which $3.6 million will be funded by equity generated from the sale of the tax credits. Construction of Phase 2 is scheduled to begin in summer/fall 2022 and will take approximately 10 months to complete.

iii. Other: A 16-lot single-family subdivision was approved by the Planning Board for a parcel located at the intersection of Sewalls Falls Road and Abbott Road.

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

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

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

g) Fees/Rent Analysis: The Ad-Hoc Fee Committee has held two meetings to date and continues its work.

GOAL 3. PUBLIC SAFETY WORK

a) Fire Stations and Police Station Analysis: The findings of a comprehensive Fire Department Station Location Study was presented to the City Council on February 14, 2022. The Fire Department plans to start long-term planning discussions with City Administration soon.

The Police Department recently underwent a Building Assessment conducted by the H.L. Turner Group. The report generated from this assessment outlined many building deficiencies, safety issues, and special needs, both short– and long-term. This assessment also outlined possible options for remodeling of the current building and/ or constructing a new building. The Police Department has well outgrown the functional capabilities of its current building. The building, as it stands, now would fall short of many police accreditation standards. The building, as it stands, now would fall short of many police accreditation standards. The building itself could certainly serve as an asset for the City as part of the City Hall Complex, however, the days where it can serve as Police Headquarters have passed and improvements or replacement have become imperative. The Police Department will be sharing the results of the H.L. Turner Group Building Assessment with the City Administration and City Council in the near future.

b) Enhance Emergency Management Services: A new Firefighter/Advanced Emergency Medical Technician (AEMT) labor grade was approved by City Council in December 2021. This will increase the number of Advanced Life Support (ALS) providers within the Fire Department and will improve EMS service delivery to Concord's citizens and visitors. The Department is on track to have 11 AEMT's by May 1, 2022. At its March 14, 2022 meeting, City Council appropriated funding for and approved the use of overtime to maintain a minimum department staffing level of 20 members. The Department needed to balance the workload of its three ambulances by moving Ambulance 5 from the Manor Station to become Ambulance 1 at the Central Station. This move also brought the ambulance closer to the area of highest service demand in the city. The funding approved by City Council allowed the Department to upstaff Engine 5 with an ALS provider (normally a paramedic) to ensure that the best possible ALS coverage is maintained in Penacook.

GOAL 4. RECREATIONAL/CULTURAL OPPORTUNITIES, PARKS AND CEMETERIES

a) Library, Pools, Arena, BMGC, Trails, MRGT, Recreation Programming: The Concord Public Library partnered with New Hampshire Audubon to connect patrons to a five-part webinar, which started in February 2022, on the Peregrine Falcon in New Hampshire. Attendees will learn the history of the bird, its stages of life, conservation efforts, birding tips and more.

The Parks and Recreation Department's 2022 Spring Brochure came out in early February for programs and activities to be held between March 1st and early June. The Department's Summer Camp Guide came out in mid -March. This summer, the Department will bring back all of its specialty camps (soccer, field hockey, dance, Learn to Row, Concord TV, etc.). Similar to last summer, the Department will also run its traditional all-day and nature camps.

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

The Parks and Recreation Department started advertising for summer lifeguard positions in January, with the goal of opening all seven outdoor pools this summer. The Department typically needs to hire just over 40 lifeguards to open all pools.

In the FY 2022 Capital Improvement Plan, there were funds appropriated for court restoration at Rollins Park ($135,000), Trolley Stop repoint at White Park ($90,000), and stand alone pickleball courts at Rolfe Park ($90,000). The court projects should be completed by the end of June 2022, and the Trolley Stop project will begin this spring. In addition, the FY 2022 budget included funds for a pond restoration project at White Park ($210,000), for which the City is under contract with VHB to create a plan and required permits. Also funded were road repairs at Blossom Hill Cemetery ($80,000). These projects should be completed before the end of November.

GOAL 4. RECREATIONAL/CULTURAL OPPORTUNITIES, PARKS AND CEMETERIES (cont'd)

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

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

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

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

As part of the FY 2022 budget, the City Council appropriated $110,000 of impact fees for design and permitting of the Canal Street Riverfront Park. On November 5, 2021, a Request for Qualifications and Experience was issued to engage a design team for the project. Proposals were received on December 10, 2021. On February 11, 2022, the firm of GPI was selected for the project. Contracts with GPI will be completed by the end of March 2022. Once contracts are in place, the public participation phase of the project will begin. Construction is scheduled for 2023.

ii. Monkey Around Playground: The Parks and Recreation Department continues to work with the Friends of White Park on their fundraising efforts. In May, the Friends will be holding a cornhole tournament with food trucks to raise money for the playground replacement.

iii. Kiwanis Riverfront Park: City staff, working with the Recreation and Parks Advisory Committee, the Everett Arena Advisory Committee, Concord Crew, and the new Skate Board group, agreed that the next step in the transformation of the riverfront park is to request design funds in the FY 2023 Capital Improvement Plan. All groups realize that before any improvements are made, there should be an approved Parks Master Plan to follow.

GOAL 5. ENHANCED COMMUNITY EVENTS/ARTS

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

During this reporting period, the City issued permits for 30 events (some happening in the first quarter, others later this year) including political rallies, road races, an Arts Market, and the Rock 'n Race.

The Parks and Recreation Department started scheduling the parks in mid-February for use in 2022. All youth and adult sports leagues will have regular seasons. The Department also started issuing permits for special events held in City parks. Some of the special events that are already scheduled include: SouperFest, an Arts Market in Rollins Park, UNH Law School Graduation at White Park, several 5k road races, Making Strides at Memorial Field, and a Multicultural Festival at Keach Park. The Department is once again hosting several baseball and softball tournaments this spring and summer.

GOAL 5. ENHANCED COMMUNITY EVENTS/ARTS (continued)

The Parks and Recreation Department has partnered with Intown Concord to run a new special event: EGGsellent Adventures, which will be held at Rollins Park and Bicentennial Square on April 9th.

The Parks and Recreation Department secured sponsorship from the Walker Lecture Fund to add a Sunday morning Concert in the Park series that will be held at White Park this summer and fall. The Department also booked all bands for their annual summer outdoor concert series. The concert series will be announced in May when the main summer/fall brochure comes out.

The Police Department continues to foster its positive relationship with the community through a number of initiatives and events that Department personnel attend and sponsor. Since the beginning of 2022, the Department has worked closely with the schools in both the Concord School District and Merrimack Valley School District. The D.A.R.E. Program was presented in both school districts and the Department's School Resource Officers are actively involved at Concord High School, Merrimack Valley High School, and Merrimack Valley Middle School. Additionally, Liberty, the Department's comfort dog, makes frequent visits to the schools in the area.

Since the beginning of the year, members of the Police Department have conducted active shooter trainings, as well as safety presentations to businesses and community groups, and also presented fraud education to a local bank. The Department works closely with the New American community and assisted the New American Scholars with their "Students Helping Students" program. This program is designed to promote area high school students assisting and tutoring New American and refugee students who have recently settled in the Concord area. This program also extends beyond the classroom and assists in other areas of life which may be difficult for those new to the country.

The Police Department will soon begin planning for the 2022 National Night Out event, which is the largest event coordinated by the Police Department. This highly successful event promotes crime and drug prevention awareness, generate support and participation in local anti-crime programs, strengthens neighborhood spirit, and promotes police community partnerships.

GOAL 6. SUSTAINABILITY INITIATIVES

a) Energy: LED Street Lights: Approximately 80% of the street lights have been converted to LED. Supply chain issues have delayed the remaining lights. This project is anticipated to save the City in excess of $600,000 over the next ten years.

b) Diversity: The Concord Fire Department recently hired a second female Firefighter/Paramedic, and a conditional offer of employment has been signed by a female Firefighter/AEMT, with a projected start date of May 1, 2022.

c) Workforce & Housing (Homelessness): Over the past 24 months, the Penacook Landing multifamily development added 34 units of workforce housing in downtown Penacook, and CATCH added 42 units on Village Street. Penacook Landing should start construction on an additional 20 units this summer.

Dakota Partners and the Tamposi Brothers have both advised that they plan to move forward with their respective workforce projects (at least initial phases) this year. Dakota's project on Langdon Avenue would add 192 units at build-out. The Tamposi Brothers development project is projected to build 123 units.

During this reporting period, two additional workforce developments have been tentatively identified, although they have not yet submitted a formal Planning Board application. If they move forward, these projects - combined - would add another 138 units of workforce housing.

The Concord Coalition to End Homelessness has also been working diligently on its Housing First model, recently securing Zoning Board of Adjustment relief for a project at 120 Pleasant Street.

GOAL 6. SUSTAINABILITY INITIATIVES (continued)

d) Essex Hydro: An agreement was reached with Essex Hydro to enter into a long-term Net Metering Agreement for a portion of their renewable energy generation. The agreement cannot be implemented until approval is received from the NH Department of Energy.

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

Trees, Urban Canopy: Since the fall of 2021, the City's Sustainable Tree Program has received approximately 15 applicants. Two property owners have agreed to allow the City to install trees on their property as part of the bump-out project recently approved for South Street. The City's Tree Committee has met with the Concord High School Environmental Club on a project to ultimately plant trees on its campus. Arbor Day is presently being organized for April 29, 2022, at Thompson Park on Spring Street. Two trees will be planted at the event.

GOAL 7. TRANSPORTATION

a) I-93 Project: In December, at the request of the NH Department of Transportation (NHDOT), the City Manager, Deputy City Manager for Development, and the City Engineer met with NHDOT senior leadership to discuss concerns the City had with NHDOT's I-93 preferred alternative. These included the impact of the State's improvements at Exit 13 at the Manchester Street intersection with Old Turnpike Road; the State's proposed elimination of the Exit 14 northbound on-ramp and the project's impact on the Merrimack River Greenway Trail; and Stickney Avenue and the proposed Storrs Street extension. NHDOT leadership were receptive and committed to reviewing these concerns and following up with the City.

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

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

On October 18, 2021, the NHDOT invoked the State's Right-of-First-Refusal (ROFR) for the Northern Line, in accordance with RSA 228:60-b. As such, the City's Purchase and Sales Agreement with PanAm automatically terminated upon the State's enactment of the ROFR. The State enacted its ROFR, as the Northern Line has been designated for a potential future high-speed rail corridor to connect Boston to Montreal. Discussions are ongoing with NHDOT concerning a potential partnership between the City and the State, which would allow the Merrimack River Greenway Trail to move forward while simultaneously protecting the State's interests relative to the high-speed rail corridor.

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

The City was awarded a Land and Water Conservation Fund (LWCF) grant to build a section of the trail from Loudon Road south along the Merrimack River. This section of trail (approximately 4,000 feet) is currently under design and permitting, and the grant will help build this section of trail. The LWCF grant does require a 50% match, which the Friends of the Merrimack River Greenway Trail has indicated they will help fundraise for.

In February 2022, the Friends of the Merrimack River Greenway Trail, in partnership with the City, applied for al allocation of Community Development Investment Program tax credits from the NH Community Development Finance Authority for the portion of the project located between Terrill Park and Loudon Road. A decision on the application is expected this summer/fall.

GOAL 7. TRANSPORTATION (continued)

c) Airport Terminal: On January 27, 2022, the City held an Airport Listening Session where the consensus among the attendees was to move forward with a new terminal. At the February 24, 2022 Airport Advisory Committee Meeting, the committee unanimously recommended the City Council authorize staff to apply for an FAA Airport Terminal Program grant. This program would provide potential funding for the relocation and construction of the Concord Municipal Airport's terminal building, with only a 5% match required. At the March 14, 2022 City Council meeting, the Council authorized the City Manager to apply for this grant. City staff is actively working on the grant application and will apply by the due date, which is March 28, 2022.

d) Sidewalks: Maintain/Recondition: The Planning Board continues to require sidewalks on most site plans. In instances where construction of a sidewalk may be premature or inappropriate (no connection within any reasonable distance), the Planning Board has instituted a "fee in lieu" policy. Under this approach, a fee commensurate with the cost to construct sidewalk would be assessed to applicants seeking site plan approval. The funds generated from this fee would be used to support City sidewalk construction in the future.

e) Projects: Langley Parkway, McKee Square: The McKee Square intersection improvement (CIP #31) is presently scheduled in FY 2023 for a traffic assessment and design/engineering, and in FY 2024 for construction. Preliminary options for this work include a roundabout and a signal alternative. If Council opts to move forward with this project in FY 2023, staff will work with its engineering consultants on developing and scheduling meetings with the public and stakeholders.

The Langley Parkway project (CIP #40) is currently programmed for FY 2024 and FY 2026. A significant portion of the project funding is expected from private contributions or grants. The City will continue to explore all possible funding options.

ONGOING INITIATIVE 1. FORMER TANNERY SITE/PARK

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

ONGOING INITIATIVE 2. ENHANCED NEIGHBORHOOD STREET PAVING PROGRAM

The General Services Department has received bids for the annual Neighborhood Street Paving Program and it is anticipated that Continental Paving will start the $2.2 million project in April. The streets to be pave during 2022 are as follows: Blanchard Street (reclaim); Curtice Avenue (reclaim); Foster Street (reclaim); Granite Avenue (reclaim); Perkins Court (reclaim); Prospect Street (reclaim); South State Street, from Pleasant to Clinton Street (reclaim); South Street, from Pleasant to Clinton Street (reclaim); Capitol Street (cold plane/overlay); Centre Street, from Main to Union Street (cold plane/overlay); Green Street (cold plane/overlay); North State Street, from Pleasant to Court Street (cold plan/overlay); Park Street (cold plane/overlay); Pleasant Street, from Main to Spring Street (cold plane/ overlay); School Street, from Main to Spring Street (cold plane/overlay); and Warren Street, from Main to Spring Street (cold plane/overlay).

ONGOING INITIATIVE 3. BRIDGES

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

ONGOING INITIATIVE 4. TECHNOLOGY INFRASTRUCTURE IMPROVEMENTS

The Information Technology (IT) Department is currently supporting the Wastewater and Water Treatment Plants in applying for grants related to the cybersecurity and access to control systems throughout the enterprise. This includes working with the Federal Environmental Protection Agency on auditing and creating an action plan for calendar years 2022 and 2023, to improve securing and updating our access controls.

ONGOING INITIATIVE 4. TECHNOLOGY INFRASTRUCTURE IMPROVEMENTS (continued)

IT has also begun the recruitment process for a Network Security Engineer in a highly competitive market. This position will be the basis of designing and implementing a long-term action plan to review, update, and manage cybersecurity across our various systems, while also creating governance procedures for our internal data access.

The City's Munis migration continues with the expectation to go live with its online permitting module, Energov, in the summer of 2022; as well as a target date of June 1, 2022 for its Munis Utility Billing module. Lastly, spring of 2022 marks the beginning of training and migration to the Munis Tax module, with an expected go live target of spring 2023, thus completing the conversion from our legacy software packages, New World Systems and Munismart.

City Council

City Boards and Commissions

Board/Commission	# of Members
Airport Advisory Committee	9
Board of Assessors	3
Board of Ethics	6
Board of Health	3
Board of Revision of Assessment	5
Building Board of Appeals	8
Committee for Concord's Plan to End Homelessness	12
Community Development Advisory Committee	10
Concord Housing Authority	5
Conservation Commission	11
Conservation Commission – Trails Subcommittee	12
Conservation Commission - Tree Subcommittee	12
Contoocook River Local Advisory Committee	3
Demolition Review Committee	5
Design Review Committee	7
Energy & Environment Advisory Committee	13
Everett Arena Advisory Committee	12
Facilities Naming Committee	4
False Alarm Appeals Board	4
Finance Committee	15
Fiscal Policy Advisory Committee	7
Golf Course Advisory Committee	16
Heritage Commission	13
Joint City/School Committee on Cooperation	13
Library Board of Trustees	9
Licensing Board	3
Municipal Property Energy Initiatives Ad-Hoc Committee	5
New Hampshire Rail Transit Authority	1
North End Opportunity Corridor TIF District Advisory Board	7
Northern Pass Committee	5
Parking Ad-Hoc Committee	4
Penacook Village TIF District Advisory Board	7
Personnel Appeals Board	3
Planning Board	12
Poles & Wires Committee	3
Public Safety Board	14
Recreation & Parks Advisory Committee	14
Regional Planning Commission	4
Rules Committee	6

City Council

City Boards and Commissions (continued)

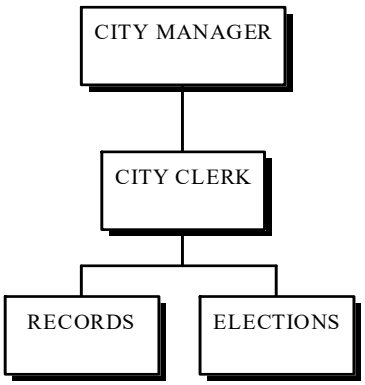
Board/Commission	# of Members
Sears Block TIF District Advisory Committee	7
Solid Waste Advisory Committee	14
State-Capitol Region Planning Commission	10
Tax Exemption Policy Committee	5
Taxicab Licensing Board	3
Technical Review Committee	7
TPAC – Bike & Pedestrian Subcommittee	6
TPAC – Public Transportation Subcommittee	5
Traffic Operations Committee	8
Transportation Policy Advisory Committee (TPAC)	14
Trustees of Trust Funds	4
Upper Merrimack River Local Advisory Group	3
Utility Appeals Board	5
Zoning Board of Adjustment	10

City Clerk

Mission

To efficiently meet all legal obligations with respect to elections and all official records of the City.

CITY CLERK DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

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

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

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

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

City Clerk

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Licenses	$30,160	$32,800	$32,800	$28,800	$31,300
Recording Fees	$10,442	$6,000	$6,000	$11,250	$10,000
Sundry Services	$56,492	$46,120	$46,120	$52,000	$48,300
Other Revenue	$4,390	$300	$300	$150	$300
Other Gov Agencies - State	$105,519	$0	$0	$0	$0
School District Payments	$10,719	$3,500	$3,500	$8,100	$5,000
Total Revenue	**$217,721**	**$88,720**	**$88,720**	**$100,300**	**$94,900**
Expense					
Compensation	$371,435	$338,864	$338,864	$312,700	$367,313
Fringe Benefits	$106,391	$122,675	$122,675	$122,657	$143,537
Outside Services	$31,826	$18,168	$18,168	$25,320	$39,375
Supplies	$33,190	$18,850	$18,850	$16,000	$20,850
Insurance	$2,470	$2,439	$2,439	$2,440	$3,106
Total Expense	**$545,312**	**$500,996**	**$500,996**	**$479,117**	**$574,181**

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Birth Certificates Issued	2,462	2,512	2,356	2,443
2. Marriage Certificates Issued	1,156	976	1,089	1,074
3. Death Certificates Issued	4,510	4,263	4,207	4,327
4. Divorce Records Issued	229	238	207	225
5. Marriage Licenses Issued	313	319	313	315
6. Marriage Ceremonies Performed	35	10	30	25
7. Dog Licenses Issued	4,638	5,127	5,242	5,250
8. Notice of Intent to Issue Summons	*0	*0	200	200
9. Voter Registrations Processed	2,008	3,862	237	2,500
10. Absentee Ballots Cast	1,128	11,173	147	2,000
11. Average Number of Ballots Cast	20,681	34,693	4,021	26,000

*Suspended in FY 2020 and FY 2021 due to COVID-19.

2023 Goals

1. Finalize the relocation of the Ward One, Ward Four and Ward Five polling locations within the City. Notify all residents within the City, via a postcard mailing, of their new polling locations, including those that have polling location changes as a result of 2021 redistricting ward line changes.
2. Ensure staff members continue to participate in all trainings relevant to the Clerk's office to ensure efficiencies in customer service and office responsibilities.
3. Hold numerous voter registration fairs within the City.
4. Hold numerous election official training sessions prior to the September State Primary Election and the November State General Election.
5. Focus on records management efficiencies to maximize storage and staff workflow.

City Clerk

2022 Goals Status

1. Ensure that staff continues to participate in all training relevant to the Clerk's Office to ensure efficiencies in customer service office responsibilities.
   9-Month Status: Staff members participated in all available training sessions, many of which were held in electronic formats due to the COVID-19 pandemic. Ongoing training will continue in all areas specific to the services customers receive from the City Clerk's Office.

2. Advertise, recruit, and train election officials to fill City ward vacancies to ensure that wards are fully staffed during elections.
   9-Month Status: Elected official vacancies were successfully filled for the 2021 Municipal Election. New election officials were trained ensuring successful Election Days at polling locations within the City of Concord. Staff remains grateful to all those working at the polls on any given Election Day.

3. Hold numerous election official trainings to ensure compliance and consistency for future elections.
   9-Month Status: Numerous in person and electronic training sessions were held by both the City Clerk's Office and the Secretary of State's Office ensuring successful Election Days at polling locations within the City of Concord. Again, staff remains grateful to all those working at the polls on any given Election Day.

4. Re-open additional office services that were previously suspended due to COVID-19.
   9-Month Status: Services provided by the Clerk's Office are back to pre-pandemic levels.

5. Focus on records management efficiencies to maximize storage and staff workflow.
   9-Month Status: Staff remains committed to improved records management processes and procedures. Minimal progress has been made on this goal to date for FY 2022. Staffing shortages have affected progress.

General Overhead

Revenue	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Transfers					
Transfer In - Trust	$13,377	$15,000	$15,000	$15,000	$0
Transfer In - Inspection	$1,900	$1,890	$1,890	$1,890	$0
Transfer In - Parking	$97,650	$97,940	$97,940	$97,940	$157,940
Transfer In - Airport	$33,800	$35,221	$35,221	$35,221	$37,120
Transfer In - Conserv Prop	$25,000	$34,000	$34,000	$34,000	$26,000
Transfer In - Impact Fee	$0	$98,890	$165,037	$98,890	$138,323
Transfer In - Grts & Donations	$0	$0	$0	$1,185,232	$945,300
Transfer In - Golf	$0	$0	$0	$0	$111,360
Transfer In - Arena	$46,667	$53,024	$53,024	$53,024	$56,186
Transfer In - NEOCTIF	$44,335	$44,780	$44,780	$44,780	$45,228
Transfer In - Sears Block TIF	$414,185	$404,360	$404,360	$404,360	$394,575
Transfer In - Penacook TIF	$1,750	$1,770	$1,770	$1,770	$5,000
Transfer In - Water	$520,459	$537,137	$537,137	$537,137	$549,613
Transfer In - Wastewater	$655,509	$671,370	$671,370	$671,370	$711,195
Subtotal	**$1,854,632**	**$1,995,382**	**$2,061,529**	**$3,180,614**	**$3,177,840**
Special Programs					
Cable TV Franchise	$828,198	$845,750	$845,750	$829,890	$829,600
Transfer In - Trust	$125,000	$165,000	$165,000	$165,000	$175,000
Subtotal	**$953,198**	**$1,010,750**	**$1,010,750**	**$994,890**	**$1,004,600**
Risk and Insurance					
Retiree Health Insurance	$1,312,944	$1,334,950	$1,334,950	$1,367,220	$1,409,800
Insurance Dist and Credits	$200,988	$0	$0	$321,824	$0
Subtotal	**$1,513,932**	**$1,334,950**	**$1,334,950**	**$1,689,044**	**$1,409,800**
Social Service Agencies					
Donations	$0	$10,000	$10,000	$0	$14,000
Subtotal	**$0**	**$10,000**	**$10,000**	**$0**	**$14,000**
Total Revenue	**$4,321,761**	**$4,351,082**	**$4,417,229**	**$5,864,548**	**$5,606,240**

General Overhead

Expense	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Transfers					
Transfer Out - Trust	$2,844,430	$1,145,932	$3,025,932	$3,025,940	$1,254,281
Transfer Out - Parking	$48,932	$51,221	$51,221	$51,221	$54,295
Transfer Out - Golf	$40,596	$0	$0	$0	$0
Transfer Out - Gen Cap Proj	$414,192	$268,790	$268,790	$268,790	$529,750
Subtotal	**$3,348,151**	**$1,465,943**	**$3,345,943**	**$3,345,951**	**$1,838,326**
Special Programs					
Special Programs	$364,800	$377,310	$377,310	$377,310	$381,330
Subtotal	**$364,800**	**$377,310**	**$377,310**	**$377,310**	**$381,330**
Debt Service					
Bond Costs	$13,337	$52,720	$52,720	$52,720	$63,700
Principal	$5,836,386	$5,731,180	$5,731,180	$5,731,180	$5,726,772
Interest	$1,876,802	$1,859,070	$1,859,070	$1,859,070	$1,716,474
Subtotal	**$7,726,525**	**$7,642,970**	**$7,642,970**	**$7,642,970**	**$7,506,946**
Risk and Insurance					
Retiree Health	$2,245,722	$2,249,190	$2,249,190	$2,588,960	$2,459,670
Professional Services	$0	$5,000	$5,000	$0	$5,000
Insurance Deductible	$13,376	$15,000	$15,000	$0	$15,000
Subtotal	**$2,259,098**	**$2,269,190**	**$2,269,190**	**$2,588,960**	**$2,479,670**
Contingency					
Contingency	$0	$100,000	$100,000	$0	$100,000
Subtotal	**$0**	**$100,000**	**$100,000**	**$0**	**$100,000**
Comp Adjustment					
Full Time	$0	$323,975	$323,975	$0	$654,700
Subtotal	**$0**	**$323,975**	**$323,975**	**$0**	**$654,700**
Street Lighting					
Electricity	$525,755	$522,880	$522,880	$520,240	$529,450
Subtotal	**$525,755**	**$522,880**	**$522,880**	**$520,240**	**$529,450**
Social Service Agencies					
Special Programs	$341,780	$333,780	$333,780	$331,780	$329,430
Subtotal	**$341,780**	**$333,780**	**$333,780**	**$331,780**	**$329,430**
Total Expense	**$14,566,108**	**$13,036,048**	**$14,916,048**	**$14,807,211**	**$13,819,852**

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

General Overhead

Supplemental Budget Information

Special Programs	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Expense					
Concord Community Television	$313,800	$321,310	$321,310	$321,310	$312,830
League of NH Craftsmen	$0	$5,000	$5,000	$5,000	$7,500
Holiday Celebrations	$6,000	$6,000	$6,000	$6,000	$6,000
Intown Concord	$20,000	$20,000	$20,000	$20,000	$30,000
SPCA	$25,000	$25,000	$25,000	$25,000	$25,000
Total Expense	**$364,800**	**$377,310**	**$377,310**	**$377,310**	**$381,330**

Social Service Agencies	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Expense					
Community Action Program	$17,710	$17,710	$17,710	$17,710	$17,710
Concord Area Transit (CAT)	$165,350	$165,350	$165,350	$163,350	$171,000
Crisis Center of Central NH	$12,500	$12,500	$12,500	$12,500	$12,500
C.C to End Homelessness	$30,000	$30,000	$30,000	$30,000	$40,000
Edna McKenna House	$31,220	$31,220	$31,220	$31,220	$31,220
Friendly Kitchen	$0	$0	$0	$0	$10,000
Friends Program	$57,000	$57,000	$57,000	$57,000	$47,000
Penacook Community Center	$28,000	$20,000	$20,000	$20,000	$0
Total Expense	**$341,780**	**$333,780**	**$333,780**	**$331,780**	**$329,430**

General Overhead

General Overhead Descriptions

Transfers

Transfers (Revenue)
Reflects the transfer of funds from enterprise and special revenue funds for municipal overhead charges and other related costs between those funds and the General Fund. Also includes transfers from trusts to cover selected General Fund expenditures. For FY 2023, the budget includes a transfer of $945,000 from ARPA funding to support General Fund wages and other operational expenses.

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

Special Programs

Intown Concord
Intown Concord manages a variety of downtown events (such as Market Days), provides grant funds to property owners for façade improvements, works with the City to maintain and grow businesses within the City's central business district, and advocates for a number of issues which are critical for the future vitality of Downtown Concord. Agency requested $30,000 for FY 2023, which is $10,000 more than was funded for FY 2022. Funding in the amount of $30,000 is recommended for FY 2023.

League of NH Craftsmen
Level funding is recommended for the League of NH Craftsmen for FY 2023 by the City Manager. City Council voted to increase the recommended amount by $2,500 for FY2023.

Cable TV Franchise/System
Funding for Concord TV for FY 2023 is based on a percentage of projected revenues plus the capital portion of the franchise agreement revenue. Funding is reduced by $3,370 for FY 2023.

Holiday Celebrations/Concord Veterans Council
This account provides for the cost of holiday decorations for Memorial Day and Veteran's Day observances in Concord and Penacook. The recommended funding amount for FY 2023 remains the same.

Pope Memorial SPCA
Funding for the Pope Memorial Society for the Prevention of Cruelty to Animals (SPCA) is recommended to be level for FY 2023. The Pope Memorial SPCA is a private organization that provides a variety of programs and services in Concord, one of which would need to be funded as animal control in the Police Department budget at a higher cost than what is paid to the SPCA.

Debt Service

Debt Service
Includes all General Fund bond costs, interest expense, and principal on bonds and notes.

Risk and Insurance

Insurance Distributions and Credits (Revenue)
Represents premium holidays from Primex for worker's compensation insurance. Credits are for premiums paid in prior years. No revenue is budgeted to be received in FY 2023

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

General Overhead

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

Professional Services
The self-insurance reserve will be used in part for consulting services to assist in managing insurance exposures, contracts and other risks. In addition, funding is provided for deductibles and small uninsured claims that arise during the year.

Contingency

Contingency
This account is used to allocate funds for unexpected occurrences including City Council use, over-expenditures for winter operations, Welfare, or other extraordinary expenses not included in the adopted budget. This account is level funded for FY 2023.

Compensation Adjustment

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

Street Lighting

Electricity
This expense reflects the cost of operating street lighting on city streets and includes a slight reduction for the new LED street lighting savings, and an increase for the first of five years on-bill financing repayment to Unitil along with a $10,000 allocation for any repairs that may occur during FY 2023.

Social Service Agencies

Community Action Program – Belknap/Merrimack County Area Center
Agency requested $25,000 for FY 2023. Level funding in the amount of $17,710 is recommended for FY 2023.

Concord Area Transit (CAT)/Public Transportation
Agency requested $171,000 for this fiscal year ($19,000 for senior transportation, $20,000 for special transportation [door to door service for disabled individuals], and $132,000 for public transportation), which is $5,650 more than FY 2022. Funding in the amount of $171,000 is recommended for FY 2023.

Crisis Center of Central NH
Agency requested $12,500 for FY 2023. Level funding in the amount of $12,500 is recommended for FY 2023.

Concord Coalition to End Homelessness
Agency requested $40,000 for FY 2023, which is $10,000 more than FY 2022. Funding in the amount of $40,000 is recommended for FY 2023.

Salvation Army/McKenna House
Agency requested $31,220 for FY 2023. Level funding in the amount of $31,220 is recommended for FY 2023.

Friends Program
Agency requested $47,000 for FY 2023, which is $10,000 less than FY 2022. Funding in the amount of $47,000 is recommended for FY 2023.

Friendly Kitchen
City Council voted to add $10,000 for the Friendly Kitchen for FY 2023.

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

Public Safety

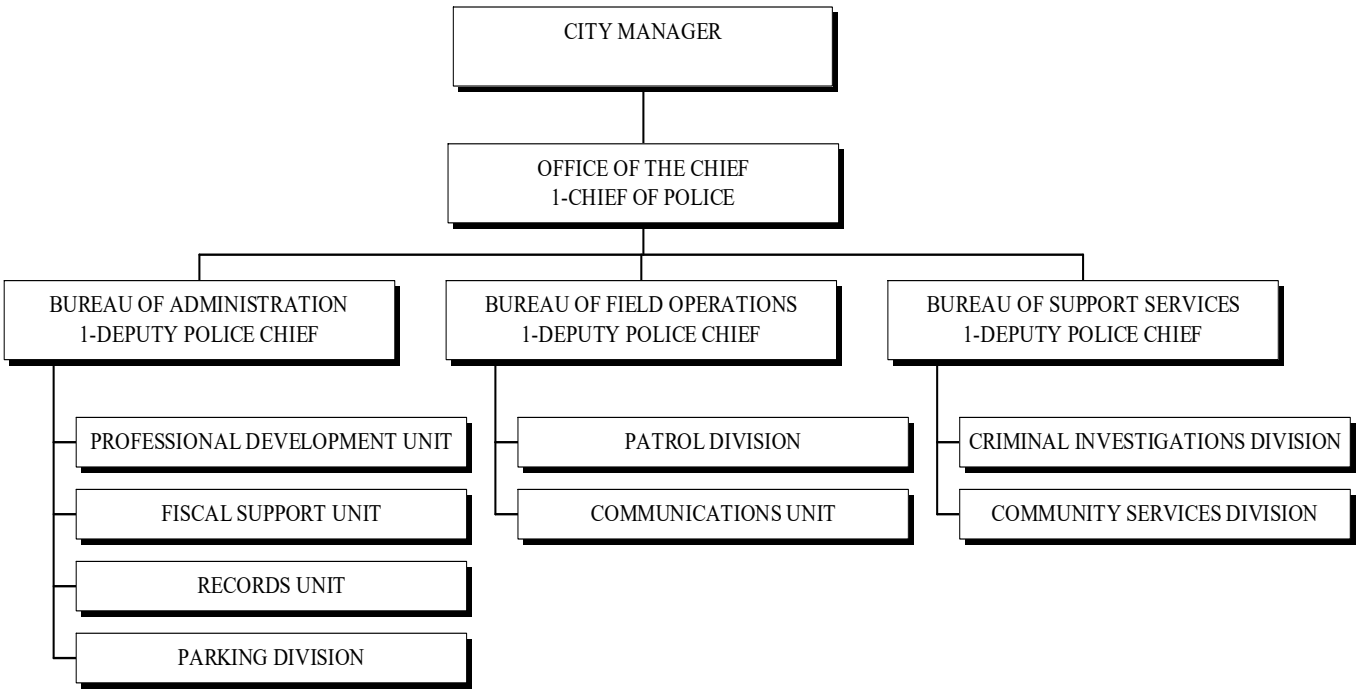
	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Police	$606,461	$635,060	$644,060	$769,130	$612,810
Fire	$4,108,560	$3,087,106	$3,186,147	$3,561,208	$3,241,376
Total Revenue	**$4,715,021**	**$3,722,166**	**$3,830,207**	**$4,330,338**	**$3,854,186**
Expense					
Police	$13,348,570	$14,221,189	$14,230,189	$14,126,494	$15,017,448
Fire	$15,792,417	$15,172,986	$15,416,027	$15,919,163	$16,454,166
Total Expense	**$29,140,987**	**$29,394,176**	**$29,646,216**	**$30,045,657**	**$31,471,615**

Police

Mission

To protect life and property, maintain order and attempt to resolve the community's needs by coordinating the required resources.

POLICE DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

1. The Bureau of Administration oversees all of the fiscal functions and responsibilities of the Department, as well as the in-service training of Department personnel and recruitment of new officers. The Bureau of Administration also maintains police records and oversees Department equipment, vehicles, and facilities. The Department's Parking Division also operates under this Bureau.

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

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

Police

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Parking Penalties	$50,024	$80,000	$80,000	$40,000	$0 *
False Alarm Penalties	$41,600	$27,000	$27,000	$36,000	$30,000
Other Permits	$2,925	$2,500	$2,500	$2,500	$2,500
Reports, Prints, and Copies	$81	$50	$50	$40	$50
Special Duty Services	$155,912	$220,000	$220,000	$330,000	$260,000
Police Patrol Servics	$3,610	$6,400	$6,400	$1,100	$6,400
Cruiser Rental Fee	$19,025	$25,000	$25,000	$55,000	$30,000
Police Witness Fees	$90	$0	$0	$0	$0
Other Revenue	$10,732	$4,000	$4,000	$18,000	$5,000
Other Gov Agencies - State	$124,582	$0	$0	$3,400	$0
Drug Forfeiture or Restitution	$11,414	$5,000	$5,000	$10,000	$7,000
School District Payments	$186,467	$265,110	$265,110	$264,090	$271,860
Transfer In - Trust	$0	$0	$9,000	$9,000	$0
Total Revenue	**$606,461**	**$635,060**	**$644,060**	**$769,130**	**$612,810**
Expense					
Compensation	$8,362,612	$8,471,240	$8,471,240	$8,406,110	$8,913,722
Fringe Benefits	$4,342,879	$5,009,761	$5,009,761	$4,958,540	$5,207,195
Outside Services	$232,963	$296,744	$296,744	$295,150	$376,658
Supplies	$200,144	$219,707	$228,707	$252,800	$292,009
Utilities	$74,348	$78,152	$78,152	$69,704	$71,960
Insurance	$135,626	$145,585	$145,585	$144,190	$155,904
Total Expense	**$13,348,570**	**$14,221,189**	**$14,230,189**	**$14,126,494**	**$15,017,448**

* Starting in FY 2023, all non-meter parking penalties accrue to the Parking Division. To preserve revenues to the General Fund, the administrative overhead fee paid by the Parking Division was increased from $96,200 to $156,200 in FY 2023. See FY 2023 PCRs #69 and #70 for more information.

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Total Calls for Service	43,290	45,137	53,080	54,000
2. Total State Reportable Traffic Accidents	1,147	1,037	1,250	1,200
3. Total Traffic Fatalities	2	2	1	1
4. Total Traffic Summonses Issued	1,475	2,060	2,250	2,300
5. Total DWI Arrests	147	159	220	220
6. Total Domestic Violence Related Arrests	313	354	300	325
7. Drug Abuse Violations (Persons Arrested)	325	197	200	225
8. Total Part I Violent Crime Arrests	36	36	32	35
9. Total Custodial Arrests	2,502	2,499	2,850	2,875

Police

2023 Goals

1. Foster engagement with the community to further the relationship of the Department with the public. Continue efforts to improve communication and exchange of information with the public through social media, in addition to direct interaction with the community, community groups and businesses.
2. Continue to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate departmental efforts with other community stakeholders, as well as federal, state, and local law enforcement agencies and the court system. Seek out available grant funding to improve the Department's response to the illegal drug epidemic. Assess Departmental staffing to ensure resources are most effectively deployed in this effort.
3. Continue efforts to work collaboratively with other community stakeholders in developing strategies for dealing with individuals in mental and behavioral health crisis. Continue efforts to coordinate with Riverbend in order to most effectively utilize their Mobile Crisis Unit and Crisis Treatment Center, as well as other community outreach programs. Provide ongoing training to Department personnel in crisis intervention strategies and foster the development and effectiveness of the Department's Crisis Intervention Team and Crisis Intervention and Stress Management (CISM) efforts.
4. Seek to fully staff all authorized sworn and civilian positions. Continue to implement strategies to increase police officer recruitment efforts, including the use of social media and other innovative methods of creating interest in the Department for prospective candidates. Continue with the development and implementation of strategies to expand training opportunities for Department staff with particular emphasis focused on the recommendations made by the L.E.A.C.T. Commission, as well as training centered on Officer Wellness and CISM.
5. Continue efforts to develop and implement a plan for the construction of a new Police Headquarters or renovation of the current facility based upon project studies and feedback from City Administration and City Council.

2022 Goals Status

1. Foster engagement with the community to further the relationship of the Department with the public. Continue efforts to improve communication and exchange of information with the public through social media, in addition to direct interaction with the community, community groups and businesses. Continue implementation of a comprehensive canine program, consisting of both Community Service based dogs (comfort dogs), as well as traditional Patrol Canines.

   9-Month Status: The Police Department continues its involvement in a number of initiatives designed to further its relationship with the community. As part of these initiatives, the Department has hosted and participated in numerous community meetings with multiple organizations throughout the city. The Department has stayed involved with the New American community, and continues to work with the Refugee Advisory Council. The Department participated in the Multicultural Festival in September of 2021. This event was very successful and had over 2,000 attendees.

   The Police Department has also participated in several other programs to help promote community interaction with both children and adults. In October 2021, with the assistance of White Mountain Coffee, the Department hosted its most recent "Coffee with a Cop". These highly successful events offer an opportunity for community members to interact with the City's police officers in a relaxed atmosphere.

   During the fall of 2021, the Police Department took part in a new community initiative called Faith and Blue. This initiative afforded officers the opportunity to attend several religious/church events throughout the City. Officers attended services/mass of different denominations and met with the congregation afterwards to socialize and answer police related questions.

   The Police Department continues to offer Rape Aggression Defense (RAD) classes. We currently have six certified instructors for the RAD program, which is a comprehensive self-defense course for women and includes situational awareness, prevention, risk reduction and avoidance, and progresses to the basics of hands-on defense training.

2022 Goals Status (continued)

Due to the unfortunate trend of mass shootings occurring in businesses and schools throughout the country, the Police Department has been offering active shooter training seminars, both in-person and virtually. The Department also conducted over a dozen safety presentations for local businesses, visiting nurses, elder care providers, and the New Hampshire Technical Institute, as well as three fraud education presentations for seniors.

The Police Department continues to successfully utilize its Comfort Dog, Liberty. Liberty has been instrumental in interacting with community members and members of the Police Department. She has been deployed to numerous scenes and locations where violent or traumatic events have occurred to help lend relief to those suffering or affected by the incident. Liberty has also engaged those suffering from mental health issues. Liberty has assisted during interviews of traumatized children at the Merrimack County Advocacy Center. Unfortunately, due to COVID-19, Liberty had to curtail many appearances. In the first three quarters of FY 2022, however, she has been able to make appearances at more and more events and increase interactions with the public and those who could benefit from her services. Liberty has made appearances at schools such as Penacook Elementary, Boscawen Elementary, Loudon Elementary, Merrimack Valley Middle School and High School, Concord High School, Christa McAuliffe Elementary, and Abbott Downing Elementary. Liberty has also made several appearances at Concord Hospital since January of 2022. She has participated in many social and community events throughout the City and has a large following of supporters. Liberty has also been requested to appear at several recent tragic events that have occurred outside of Concord.

The Police Department has been extremely active in all of the schools throughout the City to include both public and private schools. The Department currently has seven officers trained in D.A.R.E. The D.A.R.E. Program is designed to teach students at an early age the dangers of drug and alcohol use. This program has been widely successful and appreciated throughout the schools. Currently, D.A.R.E. classes are taught in the Concord Schools, Penacook Elementary School and St. John's Regional School.

The Department's Adverse Childhood Experience Response Team (ACERT) continues to provide a vital resource to the community. This team is made up of a member of the Concord Police Department, a member from Riverbend Community Mental Health, and a member from Merrimack County Human Services. The team deploys to residences where children have been exposed to violence or other trauma. At the residences, the team meets with the families and assesses the situation to determine next steps that can be taken for the child, such as support groups, mental health counseling, early childhood education, or child-parent psychotherapy. During the first nine months of FY 2022, ACERT made 266 home visits.

In September of 2021, the Department partnered with the NH Food Bank, along with the generous assistance of Hannaford's, Market Basket, and Shaw's supermarkets, to collect food and donations for those less fortunate, referred to as "Stuff a Cruiser". Additionally, in December of 2021, the Department conducted a toy drive titled "Stuff a Cruiser with Toys" during the Christmas tree lighting ceremony. Citizens donated toys which then benefitted Friends of Forgotten Children.

This year, following a hiatus due to the COVID-19 pandemic, the Department was able to bring back the National Night Out event. The yearly event was held at Rollins Park and is one of Concord's largest community events. It is estimated that several thousand people attended the event.

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

2022 Goals Status (continued)

2. Continue to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate departmental efforts with other community stakeholders, as well as federal, state, and local law enforcement agencies and the court system. Seek out available grant funding to improve the Department's response to the illegal drug epidemic. Assess Departmental staffing to ensure resources are most effectively deployed in this effort.

   9-Month Status: The Police Department continues to take an aggressive stance in combatting illegal drug issues facing the City. The Department has initiated a new partnership with the New Hampshire State Police – Narcotics Investigations Unit (NIU) and will be assigning staff to work directly with the NIU. Investigators assigned to these positions will work collaboratively in illegal drug investigations and also assist in collecting and disseminating drug intelligence. The Department has also worked closely with stakeholders in the community and throughout the State to include other police agencies, service providers, City Departments and the court system. The Police Department continues its involvement with the Merrimack County Drug Court Initiative. As part of this initiative, the Department has a member assigned to the Drug Court Team. The Team meets routinely to discuss the progress of individuals that have been assigned to participate in the Drug Court process. The Team regularly evaluates the status of each individual in the program and makes recommendations based upon the individual's performance. The Department conducts curfew checks on each participant that resides in the City of Concord.

   During the fall of 2021, the Department was awarded $55,000 in grant funding through the NH Department of Safety – Law Enforcement Opioid Abuse Reduction Initiative. These funds were designated to cover overtime costs associated with implementing enhanced strategies focused on addressing the illegal drug/opioid crisis facing the City. The Department will continue to seek out future grant funding opportunities focused on addressing illegal drug activity in the community as they become available. The Department also continuously assesses personnel assignments and initiatives to most effectively address illegal drug usage in the city. During the first three quarters of FY22 the Department made arrests of over 150 individuals on illegal drug related charges.

   The Department also maintains a prescription drug drop box in the lobby of the police department. This drug drop box allows people to drop off their unused or unwanted prescription medications that otherwise could be available for abuse or unauthorized consumption. Unfortunately, due to the COVID-19 pandemic access to the Department lobby has been limited, however, during the first three quarters of FY22, over 200 pounds of prescription drugs have been turned in by members of the community. The Department also continues to participate in the United States Drug Enforcement Administration's National Drug Take Back Days.

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

2022 Goals Status (continued)

3. Continue efforts to work collaboratively with other community stakeholders in developing strategies for dealing with individuals in mental and behavioral health crisis. Continue efforts to coordinate with Riverbend in order to most effectively utilize their Mobile Crisis Unit and Crisis Treatment Center, as well as other community outreach programs. Provide ongoing training to Department personnel in crisis intervention strategies and foster the development and effectiveness of the Department's Crisis Intervention Team.

   9-Month Status: The Concord Police Department continues to work closely with Riverbend in an attempt to help assist individuals suffering mental or behavioral health crises. The Department participates in monthly First Responders collaborative meetings with Riverbend. These meeting include representatives for the Concord Police Department, the Concord Fire Department, and Riverbend personnel. This group discusses ways to improve the services provided to those dealing with mental health issues.

   The Department continues to effectively utilize the Mobile Crisis Unit in assisting those experiencing a mental health crisis. Prior to January 1, 2022 the Mobile Crisis Unit was dispatched and governed by Riverbend Community Mental Health. However, since that date the Mobile Crisis Unit is now being overseen and administered through Beacon Health Options. Beacon now handles all dispatching and oversight of the Mobile Crisis Unit responses. The Department is currently working with both Beacon Health Options and Riverbend Community Mental Health on ways to improve this new process.

   Since the beginning of the fiscal year, the Concord Police Department responded to 226 mental health related calls for service. The Department continues to utilize Riverbend's 40 Pleasant St. location to help assist those dealing with a mental health crisis. The use of the 40 Pleasant St. facility lessens the impact on Concord Hospital in treating mental health crises and is a more effective and efficient option for those receiving services.

   Concord Police Department personnel continue to participate in mental health training throughout the year. This training assists officers when dealing with individuals suffering a mental or behavioral health crisis. Currently the Department has three trained Crisis Intervention Officers (CIT) and four trained Critical Incident Stress Management (CISM) personnel.

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

4. Seek to fully staff all authorized sworn and civilian positions. Continue to implement strategies to increase police officer recruitment efforts, including the use of social media and other innovative methods of creating interest in the Department for prospective candidates. Provide training opportunities for continued employee development and succession planning. Particular attention should be given to provide training in employee wellness.

   9-Month Status: Nationally there has been a steep decline in qualified candidates applying for positions in the field of law enforcement. New Hampshire and specifically Concord are also experiencing this trend. The Department has developed a "direct recruitment" strategy that has assisted us staying ahead of the curve and attracting these limited number of candidates. The Department has also been looking at ways to reach out to prospective candidates at an earlier stage. One way we have been achieving this has been through a partnership with the Concord Regional Technical Center (CRTC) program. The Department currently has three high school seniors who are conducting their "work base" learning with us. We also have a senior from Plymouth University conducting an internship with the Department. We plan to have this internship program year to year. Through these partnerships we will be able to hire more local candidates who we already know and have development relationships with. We continue to attend job fairs, recruitment at collages, and maintaining a presence on social media.

2022 Goals Status (continued)

Since July 1, 2021 we have hired six new Police Officers. Of these six new officers three have graduated the academy and are finishing up their field training. We have several candidates in various stages of our hiring process and we hope to hire three for the June 2022 academy. We currently have one candidate who has completed our hiring process and will be starting on April 17, 2022. We also currently have three officers attending the NH Police Academy with a graduation date of May 27, 2022. The Department recently filled its last vacant dispatcher position. This new hire is still in training and doing well. Since July 2021, six officers have left the Concord Police Department. Three of these officers had regular retirements, two went to work for other agencies (one out of state), and one left police work all together.

The Department also was able to fill several vacancies for non-sworn staff since the beginning of this fiscal year. The Department has hired a new Administrative Assistant, Records Supervisor, Fiscal Supervisor, two Parking Enforcement Technicians and two Dispatchers.

The Department has strived to continue to provide training opportunities for employee development of our current staff. Supervisors, Detectives and Patrol Officers have attended trainings on various specialized topics. Specialized training received by Department members include: The National Forensic Academy, FBI LEEDA series, Primex Supervisor's Academy, and Roger Williams courses for 1st Line Supervisor and Mid Management. Detectives in our Computer Crimes Unit have also attended highly specialized courses to better serve the City.

5. Develop and implement strategies to expand training opportunities for Department staff. Particular emphasis to be given to providing training focused on the recommendations made by the Governor's Commission on Law Enforcement Accountability, Community and Transparency, as well as training centered on Officer Wellness, Crisis Intervention and Stress Management (CISM), and Mental Health First Aid.

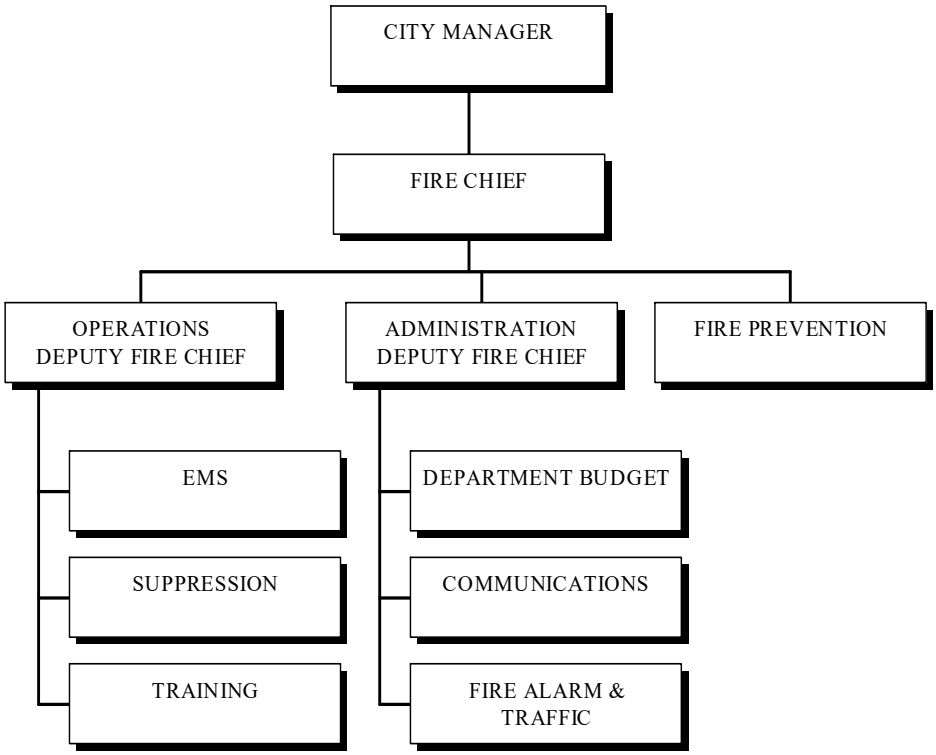
   9-Month Status: As COVID restrictions have been lifted, more training opportunities have become available for Department staff. The Department strives to continue to offer ongoing training to our staff on numerous topics. All sworn staff have completed training on De-Escalation, Procedural Justice, and Anti Bias. These topics will continue to be offered on a yearly basis. The Department has also been seeking out more instructor-based trainings in order to better train a larger number of our current staff. Since July, 2021 we held department wide mental health training for all officers and dispatchers. We have continued to branch out on this topic and developed a Crisis Intervention and Stress Management team (CISM). This team has held several debriefings for our staff after they are involved in calls for service or incidents that deal in trauma. Selected Officers have been developing this program by providing mental health assistance to our staff. Members of the Department also participate in the NH Regional CISM team which provides services to other first responders in the area. This program continues to grow and has been well received by all employees of CPD. The Department will continue to seek out training and further develop programs in place designed to address employee wellness.

Fire

Mission

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

FIRE DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

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

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

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

Fire

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
False Alarm Penalties	$5,240	$8,000	$8,000	$6,500	$8,000
Fire Prevention Permits	$111,292	$85,245	$85,245	$82,000	$85,245
Reports, Prints, and Copies	$690	$900	$900	$750	$900
Application Fees	$26,390	$23,400	$23,400	$26,000	$23,400
Special Duty Services	$7,189	$12,500	$12,500	$15,000	$12,500
Ambulance Charges	$1,988,698	$1,998,294	$1,998,294	$2,196,240	$2,148,300
Alarm Boxes	$216,718	$223,135	$223,135	$223,135	$226,480
Rental Income	$29,665	$30,632	$30,632	$30,632	$31,551
Other Revenue	$4,785	$20,000	$20,000	$26,910	$20,000
Other Gov Agencies - Federal	$93,659	$0	$99,040	$99,040	$0
Other Gov Agencies - State	$979,323	$125,000	$125,000	$295,000	$125,000
Other Gov Agencies - Local	$644,911	$560,000	$560,000	$560,000	$560,000
Total Revenue	**$4,108,560**	**$3,087,106**	**$3,186,147**	**$3,561,208**	**$3,241,376**
Expense					
Compensation	$9,342,108	$8,640,955	$8,819,062	$9,335,838	$9,381,085
Fringe Benefits	$5,570,886	$5,634,204	$5,699,138	$5,658,772	$6,081,922
Outside Services	$297,294	$328,997	$328,997	$348,482	$363,504
Supplies	$325,113	$308,439	$308,439	$320,706	$358,344
Utilities	$184,851	$179,590	$179,590	$174,564	$175,083
Insurance	$69,690	$73,301	$73,301	$73,301	$86,728
Capital Outlay	$2,475	$7,500	$7,500	$7,500	$7,500
Total Expense	**$15,792,417**	**$15,172,986**	**$15,416,027**	**$15,919,163**	**$16,454,166**

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Number of Emergency Responses	8,777	9,721	9,923	10,185
2. Number of Patients Transported	4,836	5,534	5,848	6,000
3. Percent of Emergency Response Times <5 min	58.91%	56.95%	55%	55%
4. Number of Inspections Completed	1,239	1,132	1,200	1,300
5. Number of Public Education Hours Delivered	13	21	15	20
6. Average Training Hours per Firefighter	95	98	95	95

2023 Goals

1. Work with City Administration to establish a long-term plan for Fire Department station and staffing deployment based on the published Fire Station Location Study.
2. Strengthen the Fire Department's succession planning, mentorship, and employee development programs.
3. Create a plan to expand the internal capabilities of the new Fire Training Grounds facility, as well as offer external classes and establish a new revenue stream for the Department.
4. Update the City of Concord Hazard Mitigation Plan. The plan is required to be revised every five years.
5. Replace the Communications Center computer-aided dispatch (CAD) software. The current system is no longer supported.

Fire

2022 Goals Status

1. Replace the Fire Department resource management system software. The current system has an end of supported life date of December 31, 2021.
   9-Month Status: The vendor changed the end of support date to December 31, 2022. A new records management system was purchased on March 4, 2022. The Fire Department is actively working with the new vendor to set up and configure the new system. The Department anticipates that the core functions will transition to the new software by July 1, 2022, and all functions will be changed over prior to December 31, 2022.

2. Establish a recruitment and retention committee to assist with developing improved strategies for attracting new employees to the Fire Department.
   9-Month Status: The committee has met several times and released its first status report on February 28, 2022. The results of a department-wide survey is being analyzed and tabulated. These will be used to drive the committee's further efforts.

3. Complete the comprehensive fire station location study.
   9-Month Status: The study has been completed and was presented to City Council at their February 14, 2022 meeting.

4. Update the City of Concord Emergency Operations Plan. The plan is required to be revised every five years.
   9-Month Status: Efforts on this have been stalled due to COVID. The Department has recently started working again to move this forward.

5. Establish and formalize the processes for an internal EMS Quality Assurance Quality Improvement Committee.
   9-Month Status: The committee has been established and had its first meeting. A framework and Quality Manual is under development.

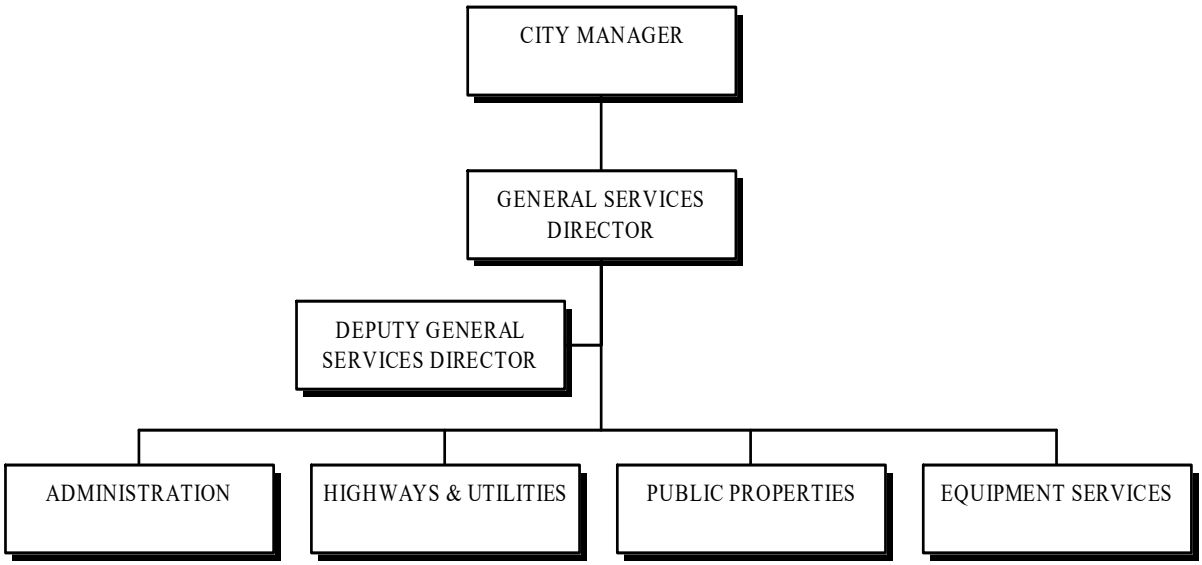
6. Continue to support the 5-year transition plan from mechanical master boxes to radio master boxes.
   9-Month Status: Progress continues on schedule for this project. Multiple radio boxes have been installed and the network continues to grow.

General Services

Mission

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

GENERAL SERVICES DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

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

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

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

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

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

General Services

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Salt Sales	$3,393	$30,000	$30,000	$30,000	$30,000
Tree Sales	$1,700	$9,000	$9,000	$9,000	$9,000
Mark-up	$10,378	$15,000	$15,000	$15,000	$15,000
Other Service Charges	$34,066	$0	$0	$5,950	$0
Rental Income	$69,300	$71,380	$71,380	$71,380	$73,520
Other Revenue	$2,499	$3,000	$3,000	$15,620	$3,000
Other Gov Agencies - State	$109,970	$0	$0	$0	$0
Transfer In - Trust	$0	$0	$52,000	$52,000	$0
Transfer In - Inspection	$871	$1,900	$1,900	$1,900	$0
Transfer In - Parking	$10,848	$11,855	$11,855	$11,855	$9,618
Transfer In - Airport	$40,352	$40,339	$40,339	$40,339	$40,206
Transfer In - Golf	$0	$300	$300	$300	$300
Transfer In - Arena	$20,098	$22,077	$22,077	$22,077	$22,147
Transfer In - Solid Waste	$3,600	$3,600	$3,600	$3,600	$3,600
Transfer In - NEOCTIF	$132,780	$134,110	$134,110	$134,110	$135,451
Transfer In - Sears Block TIF	$39,875	$42,275	$42,275	$42,275	$42,698
Transfer In - Penacook TIF	$6,385	$9,450	$9,450	$9,450	$9,515
Transfer In - Water	$228,553	$247,962	$247,962	$247,962	$248,389
Transfer In - Wastewater	$283,400	$307,217	$307,217	$307,217	$320,865
Total Revenue	**$998,069**	**$949,465**	**$1,001,465**	**$1,020,035**	**$963,309**
Expense					
Compensation	$4,094,611	$4,276,850	$4,276,850	$4,115,660	$4,430,853
Fringe Benefits	$1,966,568	$2,180,586	$2,180,586	$2,132,075	$2,281,427
Outside Services	$648,431	$631,607	$651,607	$633,582	$655,075
Supplies	$1,728,391	$1,627,688	$1,647,688	$1,663,378	$1,775,621
Utilities	$316,165	$307,769	$307,769	$299,710	$294,848
Insurance	$154,550	$160,909	$160,909	$160,909	$172,153
Capital Outlay	$9,154	$10,000	$22,000	$22,000	$10,000
Transfer Out	$1,061,588	$1,061,588	$1,061,588	$1,061,588	$1,061,500
Total Expense	**$9,979,458**	**$10,256,997**	**$10,308,997**	**$10,088,902**	**$10,681,477**

General Services

Supplemental Budget Information

Downtown Services	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Expense					
Compensation	$194,182	$214,735	$214,735	$208,067	$216,170
Fringe Benefits	$74,666	$84,962	$84,962	$84,920	$86,375
Outside Services	$10,014	$18,500	$18,500	$18,500	$18,500
Supplies	$32,216	$36,940	$36,940	$36,940	$36,940
Capital Outlay	$0	$0	$12,000	$0	$0
Total Expense	**$311,078**	**$355,137**	**$367,137**	**$348,427**	**$357,985**

Snow and Ice Control	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Expense					
Compensation	$404,081	$644,490	$644,490	$572,351	$664,943
Fringe Benefits	$178,536	$238,848	$238,848	$216,310	$235,616
Outside Services	$63,534	$78,400	$78,400	$78,400	$78,784
Supplies	$620,929	$578,286	$578,286	$578,286	$612,095
Total Expense	**$1,267,080**	**$1,540,024**	**$1,540,024**	**$1,445,347**	**$1,591,438**

As of March 22, 2022, there were 25 treatable snow and ice events and all had associated overtime costs. Of the 25 events, 11 occurred on weekends or holidays. Total snow as of March 22, 2022, was 44.6 inches (an average year of snowfall is 67 inches). Of the 25 events, 10 involved freezing rain or sleet, causing a higher use of chemicals. The Department budgets for seven snow removals in an average year. As of March 22, 2022, five snow removals have been completed from the downtown metered area.

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Number of GSD Subscribers to the Notify Me / News Flash modules of the City Website	5,967	6,430	6,600	6,770
2. Number of Press Releases Printed in the Media	186	211	190	190
3. Miles of Streets Resurfaced	8.2	12.4	3.9	6.4
4. Percentage of Citizen Request Tracker Items Closed	99%	99%	99%	99%
5. Number of Employee Certifications/Re-certifications	106	108	108	108

2023 Goals

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

General Services

2022 Goals Status

1. Increase public awareness and engagement through outreach, including website updates, press releases, newsletters, and social media.
   9-Month Status: The General Services Department continues to utilize various platforms to communicate and engage with the public regarding services, campaigns, and news. Information has been shared regarding seasonal activities (leaf collection, snow removal, winter parking bans, road repairs, paving, pool maintenance, and road load limits), property maintenance (arena roof replacement, salt barn rehabilitation, and library flooring upgrade), and upgrades (new equipment vehicles and electrical upgrades at the COMF and Wastewater Treatment Facility). The Department continues to engage the community with contests and promotions, and by attending public events such as Market Days and National Night Out. The Department utilizes national campaigns such as America Recycles Day, Imagine a Day Without Water, Fix a Leak Week, World Water Day, and Shower Better Month to encourage our community to learn and take action on relevant public works topics while promoting General Services messaging. Incentive for engagement is provided with Pay-As-You-Throw trash bag raffles and contest giveaways. Outreach is also performed to educate and inform the public on topics such as drought updates, trash delays, what is flushable, avoiding FOG (fats, oils, and grease) down the drain, water quality, and the Blue Bag Program. Social media continues to be a great way to feature employees (on the job, new hires, promotions, and retirements) to humanize public works and increase awareness of activities, while also advertising job openings and increase recruitment efforts. The Department's online following and subscriptions continue to grow, which continues to expand our reach and increase engagement.

2. Complete the approved road paving Capital Improvement Project.
   9-Month Status: General Services has received bids for the annual Neighborhood Street Paving Program. Continental Paving should start this $2.2 million project in April. The streets to be paved are listed on the City's website.

3. Enhance core services through managing work requests received through SeeClickFix.
   9-Month Status: The General Services Department continues to actively use SeeClickFix to manage and respond to public work requests. During the first nine months of FY 2022, the Department has received 1,826 requests, with most of the submission categories including a request for a final bill/transfer of service, curbside trash collection, potholes, winter operations, and road requests.

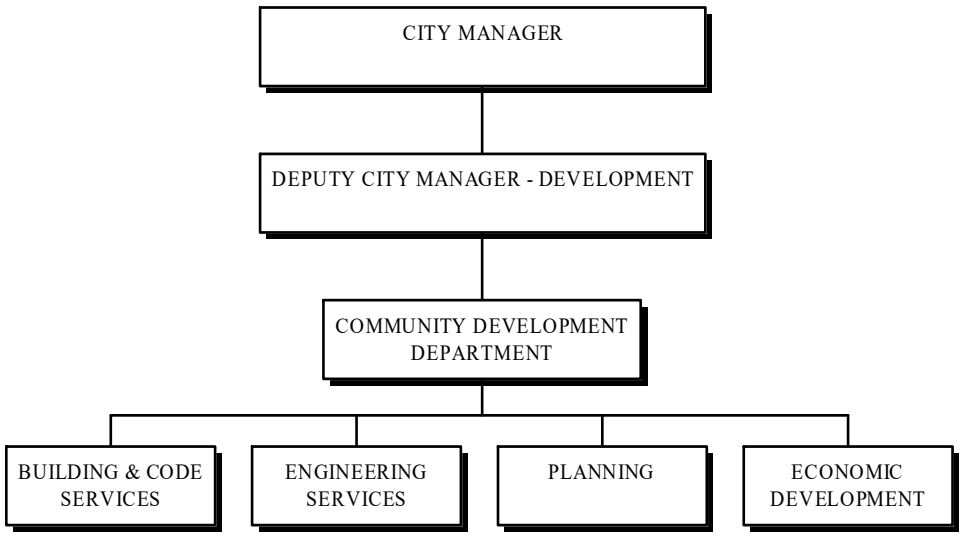
4. Improve employees' technical proficiencies through targeted training and continued education to sustain professional certifications.
   9-Month Status: Department staff have participated in numerous training and continuing education opportunities provided by water, wastewater, solid waste, facilities and road construction professionals through the third quarter of FY 2022.

Community Development

Mission

To enhance the quality of life and economic vitality of the City.

COMMUNITY DEVELOPMENT DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

1. Administration: Coordinates the multiple divisions to ensure quality customer service is rendered and City Council priorities are met. Liaison to the business and development community and various ad hoc committees. Manages key development projects. Oversees the Concord Municipal Airport.

2. Building & Code Services: Seeks project compliance with pertinent codes and regulations. Inspects applicable businesses to ensure safe and sanitary conditions for the general public. Administers and enforces the zoning code. Liaison to the Zoning Board of Adjustment.

3. Engineering Services: Designs and manages roadway, water distribution, sewer, and storm water infrastructure improvements. Manages dam, bridge network, and airport improvement projects. Provides review and oversight of private development projects. Liaison to the Transportation Policy Advisory Committee.

4. Planning: Reviews and coordinates development applications for the Planning Board. Manages community planning projects. Liaison to the Conservation and Heritage Commissions and the Recreation Policy Advisory Committee.

Community Development

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Construction Permits	$690,690	$818,910	$818,910	$929,279	$860,752
Other Permits	$21,532	$15,200	$15,200	$17,950	$136,800
Licenses	$130,293	$135,130	$135,130	$122,950	$122,950
Street Damage Fees	$119,674	$75,000	$75,000	$67,964	$75,000
Reports, Prints, and Copies	$1,974	$1,200	$1,200	$1,400	$1,150
Application Fees	$27,850	$18,000	$18,000	$18,000	$18,000
Review Fees	$139,660	$80,000	$80,000	$150,000	$110,000
Inspection Fees	$18,483	$22,000	$22,000	$22,000	$131,000
Timber Sales	$25,950	$5,000	$5,000	$24,400	$18,000
Other Service Charges	$4,520	$4,000	$4,000	$4,000	$4,000
Rental Income	$528	$2,640	$2,640	$165	$500
Other Revenue	$8,550	$820	$820	$5,820	$5,800
Other Gov Agencies - State	$39,808	$0	$0	$0	$0
Transfer In - Trust	$24,354	$67,766	$74,766	$50,240	$34,377
Transfer In - Water	$154,883	$13,380	$13,380	$13,380	$13,380
Transfer In - Wastewater	$154,883	$13,380	$13,380	$13,380	$13,380
Total Revenue	**$1,563,632**	**$1,272,426**	**$1,279,426**	**$1,440,928**	**$1,545,089**
Expense					
Compensation	$2,383,527	$2,150,316	$2,150,316	$2,182,466	$2,540,999
Fringe Benefits	$1,010,665	$962,501	$962,501	$1,012,054	$1,194,597
Outside Services	$168,412	$208,756	$240,856	$198,497	$204,146
Supplies	$24,841	$36,115	$36,115	$46,795	$42,136
Insurance	$17,050	$17,094	$17,094	$16,930	$21,762
Capital Outlay	$0	$0	$7,000	$7,000	$0
Transfer Out	$119,674	$75,000	$75,000	$67,970	$75,000
Total Expense	**$3,724,168**	**$3,449,783**	**$3,488,883**	**$3,531,712**	**$4,078,640**

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Development and Design Review Applications	37	64	60	60
2. Total Building and Zoning Permits Issued	2,315	2,593	2,280	2,300
3. Capital Projects Designed/Managed by Engineering	24	25	25	20
4. Acres of Protected Open Space	7,193	7,263	7,274	7,362
5. Acres of Harvested Forest Land	20	92	80	89

Community Development

2023 Goals

Code Administration:
1. Go Live with Energov Permitting System.
2. Implement outreach campaign for Energov system.
3. Continue scanning project to digitize archived plans; particularly if temporary staffing can be secured to dedicate to this project.

Engineering Services:
1. Go Live with Energov Permitting System.
2. Advance McKee Square design and engineering.
3. Advance Loudon Road Bridge final design/engineering.

Planning:
1. Go Live with Energov Permitting System.
2. Adoption of the full revised zoning code.
3. Scoping for the update of the Master Plan.
4. Continue to identify and implement bike/pedestrian transportation infrastructure improvements.

2022 Goals Status

Code Administration:

1. Continue implementation of the EnerGov Permitting System.
   9-Month Status: It has taken a significant amount of time and concerted effort across divisions to convert the decades of legacy data from the City's Permit Tracker program into the new Energov system. This process has delayed the "go live" date by many months. Staff is now at a point where much of the data appears to have been converted, but it is likely that the project will never attain 100% conversion due to the shear volume of legacy information. The goal now is to go live on July 1, 2022, and, if needed, retain the remaining legacy data in a stand-alone format for reference.

2. Continue digital archiving of Zoning/Health/Structural documents.
   9-Month Status: Code Administration was able to acquire a large format scanner necessary to digitize the decades of paper files and plans currently being stored in multiple locations throughout the City. The scanner is expected to arrive in spring 2022.

3. Develop community outreach for education and training of EnerGov program for residents and contractors.
   9-Month Status: With a target go live date of July 1, 2022, staff is now starting to prepare the outreach campaign, which will be social media and web-based to inform contractors, design professionals, and the general public of Energov and how to use it.

Engineering Services:

1. Transition permitting to online capability.
   9-Month Status: This will go live in conjunction with the Energov roll-out. Expected for July 1, 2022 start.

2. Complete the construction and/or repair of the Birchdale Road, Hooksett Turnpike, North Pembroke Road, and Washington Street bridges.
   9-Month Status: These bridges have all been substantially completed.

3. Advance to final design for the rehabilitation of the Loudon Road Bridge over the Merrimack River.
   9-Month Status: A true multimodal plan was designed by HDR for this bridge and accepted by NHDOT into their 10 year plan, with an additional $14 million commitment by the State.

Community Development

2022 Goals Status

Engineering Services (cont'd):

4. Construct improvements to Hoit/Whitney Road intersection.
   9-Month Status: This project was anticipated to break ground in June 2021, but was delayed until mid-September due to an 8 month delay in permitting from NH Fish and Game. As a result of this delay, the project work schedule had to be restructured, since the work on the main Route 4 corridor could not be done with the limited time remaining in the 2021 construction season. This forced the contractor to move that work to 2022. The project now expects that an interim, single lane roundabout will be open for traffic and will allow the NHDOT to permit Market Basket to open in mid-August at the latest (weather contingent).

5. Hold public meetings relative to a possible stormwater utility.
   9-Month Status: Upon further discussion with the Fiscal Policy Advisory Committee, this project is being reconsidered.

Planning:

1. Complete Phase 1 and Phase 2 of the new Form-based Code. Present the City Council with the full updated code for adoption.
   9-Month Status: Phase 1 draft will be released for review shortly. Phase 2 is in progress, with an estimated adoption in the winter of 2022.

2. If funded, implement the Trail Ranger position to improve open space monitoring and trail management.
   9-Month Status: Completed. A Trail Ranger has been hired.

3. Continue to spread awareness of and encourage alternative transportation by organizing an annual bike/pedestrian demonstration project.
   9-Month Status: Successful funding of projects to implement bike/pedestrian infrastructure has been completed (South State Street bump-outs). Construction is planned for summer 2022, in coordination with the paving program, to direct future bike/pedestrian demonstration projects in FY 2023 (Fall 2022).

Leisure and Information Services

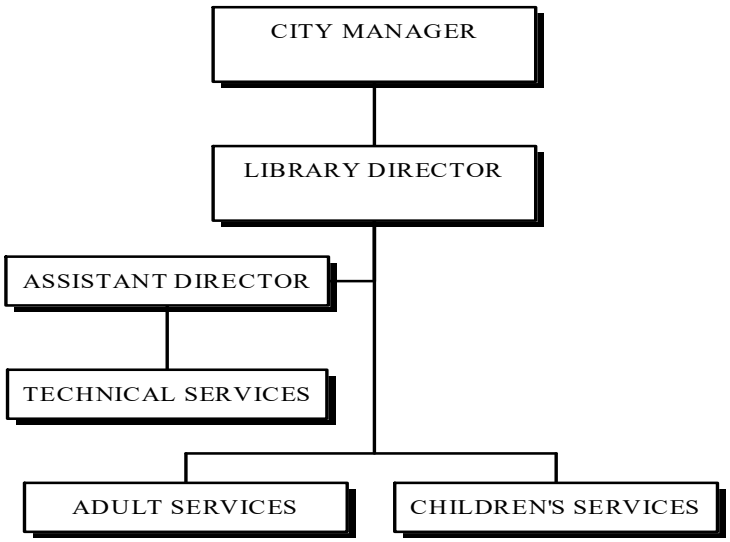
		2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue						
Library		$196,028	$213,300	$225,042	$219,542	$218,800
Parks & Recreation		$1,212,159	$1,289,245	$1,289,245	$1,252,080	$1,275,273
	Total Revenue	**$1,408,187**	**$1,502,545**	**$1,514,287**	**$1,471,622**	**$1,494,073**
Expense						
Library		$1,737,377	$1,903,085	$1,914,827	$1,908,234	$2,027,298
Parks & Recreation		$2,799,937	$3,296,077	$3,296,077	$3,054,827	$3,561,954
	Total Expense	**$4,537,314**	**$5,199,162**	**$5,210,904**	**$4,963,061**	**$5,589,252**

Library

Mission

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

LIBRARY DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

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

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

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

Library

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Fines for Overdue Items	$1,012	$15,000	$15,000	$10,000	$20,000
Non-Resident Library Fees	$5,485	$6,000	$6,000	$7,500	$7,500
Other Revenue	$1,376	$6,000	$6,000	$4,000	$5,000
Other Gov Agencies - State	$1,855	$0	$5,742	$5,742	$0
Transfer In - Trust	$186,300	$186,300	$192,300	$192,300	$186,300
Transfer In - Trust	**$196,028**	**$213,300**	**$225,042**	**$219,542**	**$218,800**
Expense					
Compensation	$1,053,599	$1,163,310	$1,163,310	$1,165,297	$1,232,388
Fringe Benefits	$353,701	$422,612	$422,612	$424,804	$441,792
Outside Services	$45,463	$53,784	$53,784	$48,714	$64,043
Supplies	$219,711	$195,754	$207,496	$207,501	$222,687
Utilities	$47,944	$50,955	$50,955	$45,328	$48,057
Insurance	$16,960	$16,671	$16,671	$16,590	$18,331
Total Expense	**$1,737,377**	**$1,903,085**	**$1,914,827**	**$1,908,234**	**$2,027,298**

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Audio & eBook & Downloadables	59,532	66,761	70,000	75,000
2. Other Items Borrowed	177,647	161,643	172,000	190,000
3. Online Services – Catalog Searches	425,748	456,940	430,000	460,000
4. Online Services – Database Searches	82,631	76,202	90,000	100,000
5. CPL website visits	93,984	88,448	89,000	94,000
6. Mobile App searches	N/A	28,950	27,000	30,000
7. Total Programs, Classes & Events	243	147	260	272
8. Attendance of Programs/Classes & Events	4,908	3,267	6,854	7,500
9. Research Assistance	68,338	33,000	72,000	80,000
10. Volunteer Hours	1,283	0	4,100	4,500
11. Interlibrary Loans - Lent	1,662	1,105	1,575	2,000
12. Interlibrary Loans – Borrowed	2,026	1,079	2,070	2,500
13. PC/Internet Use Hours	10,415	2,262	8,550	10,000
14. Chromebook Checkouts	1,525	14	250	500
15. Museum Passes utilized	639	257	600	800

2023 Goals

1. Continue to offer a mixed programming slate that includes remote/hybrid/in-person programming for all ages.
2. Evaluate a new program registration system so patrons can manage registration themselves.
3. Establish an eBike-Mobile program with grant funds awarded.
4. Evaluate potential to move to virtual ePayment system for fines and fees.
5. Develop library programming based on the State Library's initiative for Reimagining School Readiness.
6. Evaluate the potential for a hosted digital repository of local history.
7. Transition to a web-based platform for staff circulation module of integrated library system, Sirsi-Dynix.

Library

2022 Goals Status

1. Update ILS to Blue Cloud modules in Sirsi.
   9-Month Status: Beta testing with Sirsi was delayed due to the pandemic and we are looking at an upgrade in FY 2023.

2. Continue to offer the option of curbside pickup for patrons at the main library.
   9-Month Status: The Library offered curbside service for many months and stopped the service when patron demand declined in 2021. Curbside pickup service was restarted as a trial in February 2022 to gauge current patron interest in this service. Once patron usage declined to no requests, curbside service was ended again.

3. Complete the five-year strategic plan for the library, including documentation on pandemic management.
   9-Month Status: Staff continues to revise a potential five-year strategic plan. There are facility variables for the futures of the Concord Public Library and the Penacook Branch Library, which are awaiting further details. As those plans become clear, long-term strategic plans will be revisited.

4. Increase summer reading participation and create a new age group for the youngest readers, along with juvenile, teen and adult reading programs.
   9-Month Status: The Library plans to offer Summer Reading Programs in the summer of 2022 for ages birth–preschool, K-8, Teens, and Adults.

5. Improve online services for children, parents, and teachers, including the potential for a separate children's public access catalog.
   9-Month Status: The Library has created and run a new children's online public access catalog since the summer of 2021.

6. Engage in a multicultural marketing campaign to increase community awareness of library services.
   9-Month Status: The Library has created a New Americans brochure to be distributed throughout Concord this spring and sent to any organizations with whom the Library has worked. The Library was also awarded an eBike grant that will enable staff to reach diverse groups and events across Concord. The children's department received a large sum for the purchase of additional multicultural books. Moreover, staff has been highlighting more multicultural pieces of the Library's collection, programming, and marketing elements.

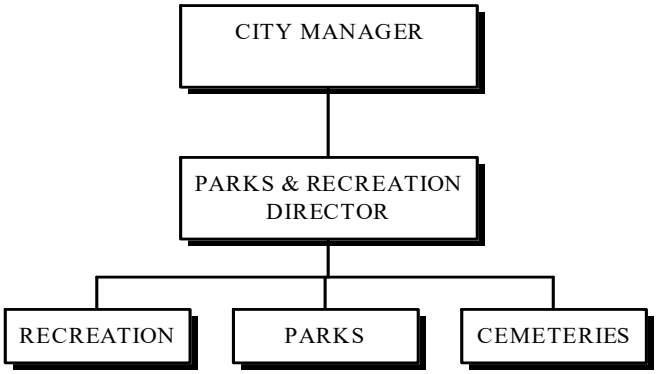
7. Evaluate potential to move to virtual ePayment system for fines and fees.
   9-Month Status: Staff continues to shop for a suitable ePayment vendor to handle fine and fee payments. We have not found an appropriately priced model that can also integrate with our library systems.

Parks and Recreation

Mission

The Parks and Recreation Department is committed to engaging our community with safe, fun, inclusive opportunities to enhance health and wellness by providing programming, parks and recreation facilities.

PARKS & RECREATION DEPARTMENT
ORGANIZATIONAL CHART



Core Responsibilities

1. Provide quality recreational opportunities in Concord.
2. Manage the scheduling of City parks, the City Auditorium, community pools and community centers.
3. Create seasonal brochures and marketing materials, and manage the Department's web site and social media sites.
4. Handle marketing and registration for the Department's programs, sports leagues, camps and events.
5. Manage and maintain the Multi-generational Citywide Community Center and the Merrimack Lodge at White Park.
6. Maintain all neighborhood parks and cemeteries.
7. Oversee the fiscal operations of the Department.

Parks and Recreation

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Court Ordered Payments	$38	$0	$0	$70	$0
Camps	$114,668	$140,530	$140,530	$130,740	$140,000
Aquatics Programs	$19,109	$24,930	$24,930	$28,380	$30,400
Program Fees	$104,937	$148,715	$148,715	$156,100	$164,650
Sales of Lots and Niches	$43,689	$32,000	$32,000	$34,000	$34,000
Other Service Charges	$139,422	$119,220	$119,220	$125,000	$114,170
Rental Income	$119,868	$173,850	$173,850	$142,000	$170,910
Donations	$0	$2,500	$2,500	$1,290	$2,300
Advertising	$5,500	$8,000	$8,000	$7,000	$7,000
Other Gov Agencies - State	$11,228	$0	$0	$0	$0
Transfer In - Trust	$653,700	$639,500	$639,500	$627,500	$611,843
Total Revenue	**$1,212,159**	**$1,289,245**	**$1,289,245**	**$1,252,080**	**$1,275,273**
Expense					
Compensation	$1,666,363	$1,966,816	$1,966,816	$1,764,867	$2,142,639
Fringe Benefits	$657,259	$764,235	$764,235	$723,058	$824,715
Outside Services	$167,846	$249,630	$249,630	$243,590	$265,173
Supplies	$210,254	$213,877	$213,877	$222,880	$228,981
Utilities	$72,612	$74,320	$74,320	$73,302	$72,600
Insurance	$17,250	$19,099	$19,099	$18,970	$20,546
Capital Outlay	$8,353	$8,100	$8,100	$8,160	$7,300
Total Expense	**$2,799,937**	**$3,296,077**	**$3,296,077**	**$3,054,827**	**$3,561,954**

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Number of Pool Users*	0	10,308	20,000	25,000
2. Number of Program Registrations	2,560	2,955	4,200	4,800
3. Number of Outdoor Reservations	2,474	3,482	3,900	4,400
4. Number of Indoor Reservations	5,592	4,807	5,200	5,600
5. Number of Burials per Year	187	245	228	230
6. Social Media Likes (Facebook)	4,652	6,031	6,570	7,000

* Pool use is measured by pool season (June—August). Due to COVID-19, pools were not opened in 2020, and only five pools opened in the summer of 2021.

Parks and Recreation

2023 Goals

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

2022 Goals Status

1. Focus on returning program registrations and facility rentals to pre-COVID-19 levels.
   9-Month Status: Throughout the pandemic, the Department successfully managed to offer most of its regular programs and the Citywide Community Center remained open. Programs and activities looked different with smaller class sizes and additional cleaning in between programs.

   Since the beginning of calendar year 2022, the Department has experienced a growth in registration for all age groups and program registrations. As of March 31, 2022, program registrations are 20% higher than our year end actuals for FY 2020. This spring we have seen continued growth, with program registrations being 18% higher than our spring 2021 actuals, and our drop-in senior program continues to show growth.

   Throughout the pandemic, outdoor parks were heavily used by the community. By fall of 2021, all of the youth and adult sports leagues returned, as well as the majority of special events held in the parks.

   Department staff created the first Year in Review report. The year in review highlighted Department operations from January 1, 2021 through December 31, 2021. This will become a yearly report to be shared with the Recreation and Parks Advisory Committee, City Council, and the community at large.

2. Continue to expand adult enrichment and senior citizen programming to meet the growing needs of residents.
   9-Month Status: Participation in adult enrichment classes and senior citizen programs continues to grow. We have added and expanded several adult programs this year, including an adult basketball league, paint nights, Trails and Ales, birdwatching, and learn to play pickleball; as well as expanded drop-in adult pickleball and basketball. Our senior citizen program continues to meet three days a week and continues to offer senior meals twice a month in collaboration with the Community Action Program.

3. Develop partnerships with community groups to help expand special events.
   9-Month Status: The Department held its regular outdoor summer concert series during the summer of 2021. The summer concert series is funded in part by the Walker Lecture Fund. In total, 15 concerts were held. The Department worked with Intown Concord to help advertise and staff the annual Halloween Howl event, and co-sponsored a Halloween Hike with the Concord Public Library. The Department assisted with the set-up and ice maintenance for the Black Ice Pond Hockey Tournament. Staff also worked with the Friends of White Park to host the annual White Park Winter Carnival. During the cross country ski season, staff updated several social media sites on daily conditions of the ski trails. Again this winter, the Department ran its youth Bill Koch Ski League at Beaver Meadow Golf Course, and worked with Concord High School to host high school and middle school cross country ski races. Staff also assisted with the marketing and set-up for the annual community cross country ski race held at Beaver Meadow, which serves as a fundraiser for the new tracked groomer the SkiTheBeav group would like to help the City buy. As of March 31, 2022, the group has raised over $55,000 towards the purchase of the new groomer.

Parks and Recreation

2022 Goals Status (continued)

4. Continue to expand the use of the Citywide Community Center, the Green Street Community Center, the West Street Ward House, and the Merrimack Lodge at White Park.
   9-Month Status: The Citywide Community Center remained open throughout the pandemic. By September 2021, all other indoor recreation facilities (West Street Ward House, Green Street Community Center, Merrimack Lodge at White Park, and the City Auditorium) reopened.

5. Manage capital infrastructure projects as approved by City Council in the FY 2022 budget.
   9-Month Status: In November 2021, a contractor was hired to cut the lotus plants at the White Park Pond (CIP #51). The cutting was done to help ensure safe ice would form during the winter. Work started in the fall of 2021 for the construction of the basketball and tennis courts at Rollins Park (CIP #56), which will be a combination tennis and pickleball court. Work is scheduled to be completed by the end of June. Although there were no funds appropriated in the FY 2022 budget, staff began discussions with the Recreation and Parks Advisory Committee, the Everett Arena Advisory Committee, Concord Crew, and the newly formed Skate Board Park group to better understand everyone's wants/needs prior to the creation of a Parks Master Plan for the Kiwanis Riverfront Park (CIP #60). Work began on Thompson Park (CIP #528) in the fall of 2021, with the removal of the old bathhouse and large cement slab. Work on the basketball court is scheduled to be completed by the end of June. Trail design continues for the section of the Merrimack River Greenway Trail (CIP #543) from just south of Loudon Road south towards Terrill Park. The City was awarded a Land and Water Conservation Fund grant for the construction of this section of trail. Staff are working with the Friends of the Merrimack River Greenway Trail to raise the required match of the grant. We anticipate being ready to issue an RFP during the winter of 2022/2023, with construction starting in spring 2023.

Human Services

Mission

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

HUMAN SERVICES DEPARTMENT
ORGANIZATIONAL CHART

Core Responsibilities

1. Per NH RSA 165:1, provide assistance to those who are unable to meet their most basic needs. Basic needs include food, rent, shelter, utilities, prescriptions and indigent funeral expenses.

2. Make referrals to other community resources in order to further assist applicants/recipients.

3. Pursue all avenues for reimbursement as allowed under RSA 165:1.

4. Maintain a donation supported pantry that is stocked with food, hygiene products, paper and cleaning supplies, diapers, and other items to help meet some basic human needs.

Human Services

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Reimbursements	$4,394	$10,000	$10,000	$7,000	$10,000
Other Gov Agencies - State	$11,774	$0	$0	$0	$0
Total Revenue	**$16,168**	**$10,000**	**$10,000**	**$7,000**	**$10,000**
Expense					
Compensation	$286,915	$304,512	$304,512	$305,470	$317,191
Fringe Benefits	$125,735	$164,458	$164,458	$153,260	$159,535
Outside Services	$58,573	$68,099	$68,099	$67,021	$68,520
Supplies	$1,187	$1,200	$1,200	$900	$1,200
Insurance	$2,000	$2,095	$2,095	$2,095	$2,399
Miscellaneous	$109,175	$228,700	$228,700	$75,100	$228,700
Total Expense	**$583,586**	**$769,064**	**$769,064**	**$603,846**	**$777,545**

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Appointments/Emergencies	1,019	987	600	800
2. Homeless & Homeless at Risk Served	190	192	150	180
3. Applications for Assistance Issued	424	311	230	250
4. Walk-ins	965	823	500	700
5. Initial Case Interviews	377	306	200	300
6. Percent of Total Aid Budget in Rental Assistance	90%	90%	90%	90%

2023 Goals

1. Ensure that staff continues to participate in all training relevant to effectively working with low income families and individuals, and continually updates and expands knowledge of local resources.
2. Continue to actively monitor ongoing legislation at both the state and federal level through participation in the NH Local Welfare Administrators Association and the Family Assistance Advisory Council.
3. Participate in the Refugee Advisory Council in order to be updated on the latest information on new arrivals to the City of Concord, and services available for the new arrivals, as well as important cultural services.
4. Review the Standard Operating Procedures for the Department, ensuring that any necessary changes are made to reflect the most current policies and procedures in place.
5. Continue to serve on the Homeless Steering Committee with a focus on the Housing First Model for our chronically homeless population.

2022 Goals Status

1. Ensure that staff continues to participate in all training relevant to effectively working with low income families and individuals, and continually updates and expands knowledge of local resources.
   9-Month Status: Staff attended virtual meetings, such as the Balance of State Continuum of Care; Homeless Provider Network; Social Services Utility Hardship; Substance Use Disorder; Capital Area Wellness Obesity workgroup; and Women, Infants, and Children (WIC) training.

2022 Goals Status (continued)

2. Continue to actively monitor ongoing legislation at both the state and federal level through participation in the NH Local Welfare Administrators Association and the Family Assistance Advisory Council.
   9-Month Status: The NH Local Welfare Administrators Association (NHLWAA) supported HB 160, requiring a landlord to provide a tenant at least a 60 day notice prior of a proposed rent increase which exceeds 5%, or notice of at least 90 days of an increase which exceeds 8%. They also supported HB 126, allowing a tenant to cure an eviction right up until their day in court. NHLWAA opposed HB 601, prohibiting the sharing of information between health and social service agencies.

   The Family Assistance Advisory Council (FAAC) closely monitored the COVID-19 emergency relief funds and the impact it had on evictions, childcare, food insecurity, business, and unemployment benefits. They also received information from the Division of Health and Human Services on the number of applicants for TANF and Food Stamps, which were lower than expected. The offset may be contributed to the additional unemployment and stimulus payments.

3. Participate in the Refugee Advisory Council in order to be updated on the latest information on new arrivals to the City of Concord, and services available for the new arrivals, as well as important cultural services.
   9-Month Status: Resettlement arrivals and projections have decreased nationwide due to Executive Orders. These orders have also had an impact at the local level. Ascentria did not resettle any refugees from October through December. They had assurances of potentially resettling 13 Congolese households. The lack of available housing has also made this process difficult.

4. Review the Standard Operating Procedures for the Department, ensuring that any necessary changes are made to reflect the most current policies and procedures in place.
   9-Month Status: The Standard Operating Procedures have undergone a comprehensive review. The procedure manual has been updated with COVID-19 protocols, i.e. screening questions for the public and staff. The manual also reflects the alternative ways, i.e. mail, email or telephone interview, by which a person can apply for assistance when they are COVID-19 positive. Office forms were updated to request an applicant's personal email and it also has the department's general email.

5. Participate in the Medicaid Waiver 1115 initiative in the Capital area, as it evolves, in order to support the goal of transforming the delivery of behavioral health care through integration of services.
   9-Month Status: The COVID-19 pandemic impacted the ability for Medicaid Waiver providers to continue operating. As of October 2020, the Capital Area Integrated Delivery Network (IDN2) suspended all of their activities due to reduced funding from the Department of Health and Human Services. These funds were dependent upon the counties matching these funds. The county funds made up approximately two thirds of the funding. This initiative still has not reconvened and it is unclear if it will in the future.

6. Continue to serve on the Homeless Steering Committee with a focus on the Housing First Model for our chronically homeless population.
   9-Month Status: The Winter Shelter opened on December 1, 2020, and closed on March 29, 2021. The shelter opened two weeks earlier than in previous years, which was beneficial to the community. The first two weeks in December only allowed them to be at a 20 bed capacity, as the State mandated for shelters to decompress due to the pandemic. The Concord Coalition to End Homelessness (CCEH) was able to purchase First Church and this allowed them to increase their capacity to 40 beds. They were also able to temporarily move their Homeless Resources services into this new space. The plan for next year is to use this space as a winter shelter and then convert the property to permanent housing. CCEH also purchased a building on Green Street and this created permanent housing for four tenants. Housing First Model: the majority, if not all, of the vouchers are being utilized.

Special Revenue Funds

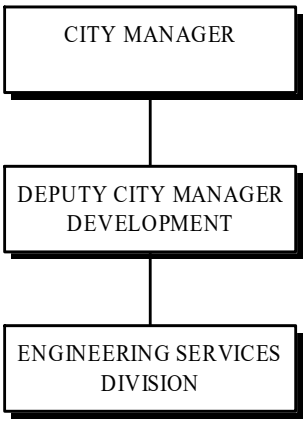
	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Inspection	$272,609	$310,521	$310,521	$219,595	$0
Parking	$2,384,276	$2,671,531	$2,671,531	$3,383,513	$3,486,198
Airport	$366,375	$366,911	$367,336	$408,595	$391,085
Conservation Property	$80,373	$102,374	$102,374	$68,374	$94,785
Golf	$1,535,059	$1,208,888	$1,241,388	$1,514,770	$1,455,184
Arena	$504,332	$678,180	$678,180	$893,804	$721,485
Solid Waste	$4,496,952	$4,446,091	$4,446,091	$4,764,505	$4,582,697
Sub Total	**$9,639,976**	**$9,784,496**	**$9,817,421**	**$11,253,156**	**$10,731,434**
Expense					
Inspection	$298,835	$310,521	$310,521	$338,485	$0
Parking	$2,730,566	$2,881,180	$2,881,180	$2,725,917	$3,085,798
Airport	$426,216	$478,703	$479,128	$479,747	$485,602
Conservation Property	$79,414	$102,374	$102,374	$102,374	$94,785
Golf	$1,293,050	$1,201,929	$1,234,429	$1,232,824	$1,453,566
Arena	$629,808	$704,338	$704,338	$693,074	$744,051
Solid Waste	$4,209,272	$4,619,835	$4,619,835	$4,467,734	$4,813,449
Sub Total	**$9,667,162**	**$10,298,880**	**$10,331,805**	**$10,040,155**	**$10,677,251**

Inspection Fund

Mission

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

INSPECTION FUND
ORGANIZATIONAL CHART



Core Responsibilities

1. Ensure that private development projects are constructed in accordance with plans approved by the Planning Board.

2. Verify that individual private contractors construct infrastructure improvements within the right-of-way so as to be compliant with the City's construction standards and details.

3. Program is designed to be self-funded with no net cost to the City.

Inspection Fund

Fund Summary	2022 Revised	2022 Projected	2023 Budget
Revenue	**$310,521**	**$219,595**	**$0**
Expense	**$310,521**	**$338,485**	**$0**
Net Income (Loss)		**($118,890)**	**$0**
Beginning Working Capital		**$14,278**	**$0**
Ending Working Capital		**($104,612)**	**$0**

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Other Permits	$103,053	$100,000	$100,000	$90,000	$0
Inspection Fees	$168,210	$210,271	$210,271	$125,000	$0
Investment Income	$58	$100	$100	$0	$0
Finance Charges	$24	$150	$150	$2,245	$0
Insurance Dist and Credits	$1,265	$0	$0	$2,350	$0
Total Revenue	**$272,609**	**$310,521**	**$310,521**	**$219,595**	**$0**
Expense					
Compensation	$186,425	$191,463	$191,463	$207,977	$0
Fringe Benefits	$102,739	$106,888	$106,888	$118,936	$0
Outside Services	$1,262	$2,292	$2,292	$1,712	$0
Supplies	$3,588	$3,808	$3,808	$3,790	$0
Insurance	$2,050	$2,280	$2,280	$2,280	$0
Transfer Out	$2,771	$3,790	$3,790	$3,790	$0
Total Expense	**$298,835**	**$310,521**	**$310,521**	**$338,485**	**$0**

Inspection Fund

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Private Development Projects Inspected by Staff	34	32	33	*0

*Effective July 1, 2022, this fund will be discontinued.

2022 Goals Status

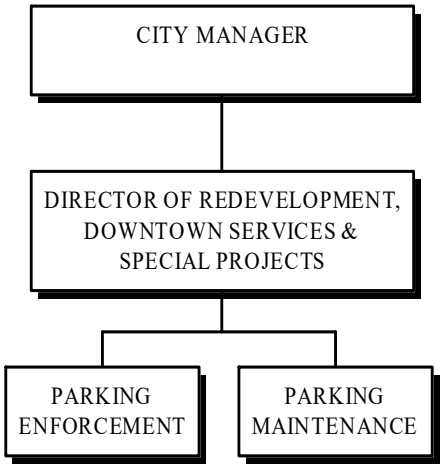
1. Continue to utilize the Inspection Fund and streamline reporting documentation depicting compliance with City Standards and actual program costs vs. revenue.
   9-Month Status: Ongoing.

Parking Fund

Mission

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

PARKING FUND
ORGANIZATIONAL CHART



Core Responsibilities

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

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

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

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

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

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

Parking Fund

Fund Summary	2022 Revised	2022 Projected	2023 Budget
Revenue	**$2,671,531**	**$3,383,513**	**$3,486,198**
Expense	**$2,881,180**	**$2,725,917**	**$3,085,798**
Net Income (Loss)		**$657,596**	**$400,400**
Beginning Working Capital		**$271,331**	**$928,927**
Ending Working Capital		**$928,927**	**$1,329,327**

Reserve

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

Parking Fund

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Parking Penalties	$278,086	$336,090	$336,090	$276,240	$391,140
Metered Parking	$850,923	$1,013,000	$1,013,000	$1,264,897	$1,272,787
Metered Parking Cards	$8,372	$35,000	$35,000	$83,940	$85,000
Rental Income	$864,208	$833,520	$833,520	$860,637	$890,607
Investment Income	$16	$10	$10	$0	$100
Finance Charges	$683	$5,000	$5,000	$2,815	$2,500
Insurance Dist and Credits	$3,305	$0	$0	$7,045	$0
Other Revenue	$10,500	$10,500	$10,500	$11,170	$10,500
Other Gov Agencies - State	$2,575	$0	$0	$0	$0
Transfer In - Trust	$0	$54,000	$54,000	$54,000	$10,500
Transfer In - General	$48,932	$51,221	$51,221	$51,221	$54,295
Transfer In - Grts & Donations	$0	$0	$0	$438,358	$438,358
Transfer In - Solid Waste	$0	$13,650	$13,650	$13,650	$13,650
Transfer In - Sears Block TIF	$316,675	$319,540	$319,540	$319,540	$316,761
Total Revenue	**$2,384,276**	**$2,671,531**	**$2,671,531**	**$3,383,513**	**$3,486,198**
Expense					
Compensation	$411,076	$433,079	$433,079	$404,407	$491,783
Fringe Benefits	$233,621	$259,949	$259,949	$198,952	$281,211
Outside Services	$323,684	$413,997	$413,997	$388,998	$557,071
Supplies	$33,378	$43,050	$43,050	$33,544	$62,988
Utilities	$59,707	$62,910	$62,910	$56,063	$57,260
Insurance	$19,880	$20,959	$20,959	$20,959	$22,581
Debt Service	$1,377,350	$1,321,480	$1,321,480	$1,321,475	$1,272,437
Miscellaneous	$178,563	$183,461	$183,461	$159,224	$162,409
Transfer Out	$93,308	$142,295	$142,295	$142,295	$178,058
Total Expense	**$2,730,566**	**$2,881,180**	**$2,881,180**	**$2,725,917**	**$3,085,798**

In fiscal year 2023 75% of the Parking fund's revenue comes from three sources: Metered Parking 37%, Rental Income (Parking Leases) 26%, and Transfer-In from Grants (American Rescue Plan Act) 13%. Historically data is used to estimate Metered Parking and Metered Parking Cards. This information is then adjusted for capital projects in the parking facilities that are anticipated to affect the availability of metered spaces. American Rescue Plan Act is a set amount for fiscal year 2023.

Parking Fund

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Overtime Parking Meter Citations	13,778	10,451	11,500	15,000
2. Time Zone Citations	338	292	150	1,000
3. Meter Feeding Citations	7	11	10	30
4. Winter Parking Ban Citations	199	132	291	200
5. Booted Vehicles	12	7	5	15
6. Credit Card Transactions at Kiosks	297,389	249,695	304,100	300,000
7. Credit Card Transactions – Fines/Penalties/P-Cards	626	77	240	550
8. Customer Payment Plans Created	32	21	15	25
9. Violations Appealed to Court	29	45	35	40
10. Parking Garage Leases & Permits Issued	770	756	741	750
11. Mobile Unit Hours of Enforcement	-	-	-	2,080
12. Single Space Smart Meter Transactions	84,929	78,759	99,800	110,000
13. Online Citation Payments Transactions	3,288	5,475	5,825	6,200
14. PayByPhone Transactions	17,130	34,893	46,300	60,000

2023 Goals

1. Staff all funded vacant Parking Officer and Equipment Technician (POET) positions.
2. Subject to City Council approval of applicable Program Change Requests, reallocate resources to prioritize and expand neighborhood parking enforcement.
3. Continue to monitor the State of New Hampshire's potential new 600+/- space Legislative Parking Garage, and potential impacts to Downtown Parking. If the proposed garage comes to fruition, work with the State to ensure demolition of the existing 205 space Legislative Parking Garage located on Storrs Street and termination of the associated 1975 "air rights" lease related thereto. Also, upon opening of the new facility, review Article 18-1-17 of City's Code of Ordinances, which permits the State to encumber on-street municipal parking.
4. Monitor grant funding opportunities to support the purchase and installation of electric vehicle (EV) charging stations in municipal parking lots and garages; pursue those opportunities which make sense for the community; and implement appropriate ordinances to govern operation of EV parking spaces.
5. Working with the Parking Committee, review and revise winter storm event vehicle impoundment protocols and citation structure.
6. Strategic Plan: a) Continue efforts to convert all reserved parking spaces at the School Street and Storrs Street Parking Garages from leases to permits; and b) Select and implement a web-based system for receiving and processing parking permit applications (i.e. on-street residential permits, parking garages, and encumbrance permits), as well as management of said permits, including invoicing.
7. Implement the FY 2023 Capital Improvement Program as adopted by the City Council: a) CIP #403: Replace the enforcement vehicle; b) CIP #595: Replace all remaining mechanical meters to IPS smart meters and upgrade Flowbird "MP" kiosk pay station doors for continued reliability due to discontinuance of parts; and c) CIP #432: Design and construct comprehensive repairs for the State Street Parking Garage, or, alternatively, select and implement a replacement option for the facility.
8. Support the Parking Committee with review of citizen requests and other ongoing initiatives.

2022 Goals Status

1. To the extent practical, work to manage or mitigate the ongoing negative repercussions on the parking system associated with the COVID-19 pandemic.
   9-Month Status: The COVID-19 Pandemic, which began on March 15, 2022 and continued through early fall 2022, had a significant negative impact on Parking Fund revenues. On March 14, 2022, the City Council approved Resolution #9439, which appropriated $876,715 of American Rescue Plan Act funds to reimburse the Parking Fund for financial losses stemming from the pandemic. These funds will be deposited into the Parking Fund during FY 2022 and FY 2023, thereby increasing the Fund's working capital to preserve financial solvency.

Parking Fund

2022 Goals Status (continued)

2. Continue implementation of the 2017 Strategic Parking Plan:

   a) Prepare for meter rate, lease/permit rate, and citation rate increases in FY 2023, in accordance with the Strategic Parking Plan.
   9-Month Status: On March 14, 2022, the City Council approved Resolution #9439, which appropriated $876,715 of American Rescue Plan Act funds to reimburse the Parking Fund for financial losses associated with the COVID-19 Pandemic. As a result of these additional revenues, no rate increases will be required in FY 2023. However, future rate increases have been incorporated into the outyears of the Parking Fund pro forma, as it is anticipated that increases will be needed to support significant capital improvement projects, including, but not limited to, repair or replacement of the State Street Parking Garage.

   b) Complete negotiations with long-term lessees to convert reserved spaces at the Storrs Street and School Street Parking Garages from leases to permits.
   9-Month Status: Following the completion of renovations of the School Street Parking Garage in June 2021, the City converted all reserved parking spaces in the garage, which were not subject to long-term agreements, from assigned space leases to permit parking. As a result of this conversion, there are now 94 permit parking spaces at the facility (with capacity for 118 parking permits), as well as 167 residual lease spaces which are associated with long-term parking agreements. City Administration is also engaged in negotiations with Capital Commons L.L.C. to convert their allocation of 89 leased parking spaces at the Storrs Street Garage to permits. City Administration is hopeful this can be achieved by the start of FY 2023.

   c) Select and implement an on-line application portal for parking garage permits, resident permits, and on-street parking encumbrance permits.
   9-Month Status: A Program Change Request (PCR) to implement an on-line permit module was not approved for this item in FY 2022. However, staff has secured a proposal from its parking software vendor for this service and a PCR has been submitted to the City Manager for consideration as part of the FY 2023 budget.

3. Working closely with the Parking Committee, Fire Department, General Services Department, and the public, complete the Narrow Streets Study and prepare ordinances to address neighborhood narrow street concerns as recommended by the Parking Committee for the Wall Street neighborhood.
   9-Month Status: The Parking Committee held community forums for the Wall Street neighborhood on August 30, 2021 and October 25, 2021. Following those meetings, recommendations were finalized and submitted to the City Council in November 2021. On December 13, 2021, the City Council approved five ordinances which implemented the Parking Committee's recommendations. Signage and pavement markings will be installed in spring 2022 to implement said ordinances.

4. Working with the Parking Committee, review and revise the winter storm event vehicle impoundment protocols and citation structure.
   9-Month Status: This item was included on the Parking Committee's FY 2022 work plan and is ongoing.

5. Support the Parking Committee with review of citizen parking requests and other ongoing initiatives.
   9-Month Status: During FY 2022, staff has assisted the Parking Committee with review of parking requests concerning removal of parking on Eastern Avenue, removal of 20-minute parking spaces on Kennedy Lane, implementation of a loading zone on South Street, a request for additional handicap parking on Warren Street and South Fruit Street, a request to expand the on-street residential parking permit program to properties on Rollins Street, as well as parking on Whitney Road related to the Wheelabrator facility. Staff also provided multiple analyses of revenues associated with meter expansion areas, as well as recommendations to implement loading zone regulations in the community. Staff also developed and implemented pavement marking plans for on-street parking on Thompson and North Spring Streets.

Parking Fund

2022 Goals Status (continued)

6. Continue to manage ongoing capital improvement projects, as follows:

   a) CIP #403, Parking Division Vehicles and Equipment, purchase of line striping machine.
   9-Month Status: The line striping machine has been purchased by the General Services Department and will be used to refresh existing pavement markings, as well as add new markings when requested by City Administration.

   b) CIP #432, State Street Parking Garage, complete structural review and needs assessment to prepare for design in FY 2023 and construction in FY 2024.
   9-Month Status: In January 2018, the H.L. Turner Group completed a structural evaluation of the State Street Parking Garage. Per the recommendations of the report, in spring 2018, the City implemented $30,000 of emergency repairs and temporary stabilization. The 2018 report recommended that the City proceed with a major renovation of the facility by spring 2020. The FY 2020 budget, which began on July 1, 2019, included funds to update the 2018 structural assessment to prepare for comprehensive renovation of the facility. However, that effort was delayed due to the COVID-19 Pandemic, which began on March 15, 2020 and continued through late summer 2021. On February 11, 2022, the H.L. Turner Group completed an updated needs assessment of the facility. The 2022 study determined the facility requires significant comprehensive repairs/renovations within the next 12 months. The 2022 study also recommended that $200,000 of emergency repairs and temporary structural stabilization be implemented immediately. On March 14, 2022, the City Council approved Resolution #9445, which appropriated $200,000 for said repairs. Knowles Industrial Services, Inc. was engaged for the repairs shortly thereafter. Repairs are underway and will be completed in June 2022. Per the 2022 needs assessment, the estimated cost to fully repair and renovate the garage is $9.5 million. The same report noted that demolition and replacement of the facility with a new 240-space parking garage would cost upwards of $25 million (presuming construction in 2023). Demolition and replacement of the facility with a new 60+/- space parking lot would cost approximately $4.5 million. In April 2022, the Legislature announced plans to demolish the existing 205-space legislative garage and construct a new 600+/- space facility. Simultaneously, the YMCA announced it was exploring a potential public/private partnership with the Concord School District regarding a new facility as part of the District's new middle school project. These potential projects, which are in the preliminary stages, may have impacts on parking activity in Downtown Concord, and are presently making it challenging to determine an appropriate course of action for the State Street Parking Garage.

   c) CIP 529, Storrs Street Garage, proceed with the FY 2020 renovation project with the goal to complete in FY 2022 or early FY 2023.
   9-Month Status: Bids for the project were received on March 30, 2021. The contractor was engaged on July 12, 2021. Work began in early September 2021. Currently, the project is scheduled to be completed in summer 2022. The project includes concrete repairs, replacement of sealants and membranes, replacement of all lighting with LED fixtures, installation of bird mitigation devices, painting all structural steel, repairs to the South Main Street Plaza, and other miscellaneous items.

   d) CIP 595, Parking Meters and Kiosks, replace modems in older kiosk units to maintain credit card service, subject to City Council approval, and reprogram meters and kiosks for proposed July 1, 2023 rate increase.
   9-Month Status: Modems were purchased and installed during the third quarter of FY 2022.

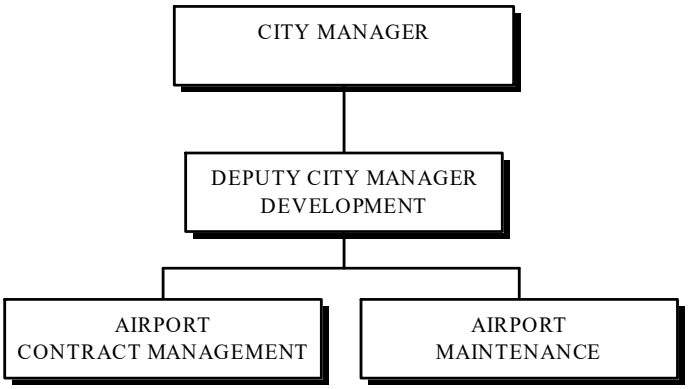
   e) CIP 616, Parking Division Technology, purchase replacement zebra citation printers to facilitate issuance of parking tickets.
   9-Month Status: The printers have been ordered and the Parking Division is awaiting delivery.

Airport Fund

Mission

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

AIRPORT FUND
ORGANIZATIONAL CHART



Core Responsibilities

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

Airport Fund

Fund Summary	2022 Revised	2022 Projected	2023 Budget
Revenue	**$367,336**	**$408,595**	**$391,085**
Expense	**$479,128**	**$479,747**	**$485,602**
Net Income (Loss)		**($71,152)**	**($94,517)**
Beginning Working Capital		**$382,560**	**$311,408**
Ending Working Capital		**$311,408**	**$216,891**

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Mark-up	$26,716	$25,000	$25,000	$34,125	$35,000
Rental Income	$331,852	$335,411	$335,411	$335,410	$349,535
Investment Income	$340	$100	$100	$140	$150
Use of Fund Balance	$0	$0	$425	$0	$0
Insurance Dist and Credits	$564	$0	$0	$1,152	$0
Other Gov Agencies - State	$6	$0	$0	$0	$0
Airport Operators Grant	$6,896	$6,400	$6,400	$6,270	$6,400
Transfer In - Grts & Donations	$0	$0	$0	$31,498	$0
Total Revenue	**$366,375**	**$366,911**	**$367,336**	**$408,595**	**$391,085**
Expense					
Compensation	$91,734	$92,313	$92,313	$92,103	$92,772
Fringe Benefits	$38,288	$42,538	$42,538	$48,306	$48,568
Outside Services	$60,198	$66,735	$66,735	$65,219	$66,735
Supplies	$27,122	$43,872	$43,872	$43,872	$50,091
Utilities	$24,641	$24,540	$24,540	$21,542	$21,810
Insurance	$6,551	$6,765	$6,765	$6,765	$3,867
Debt Service	$73,496	$70,480	$70,480	$70,480	$62,613
Miscellaneous	$42,803	$45,900	$45,900	$45,900	$46,820
Transfer Out	$61,383	$85,560	$85,985	$85,560	$92,326
Total Expense	**$426,216**	**$478,703**	**$479,128**	**$479,747**	**$485,602**

Rental Income represents 89% of Airport Fund revenue. Revenue estimates are based on existing leases and anticipated changes to leases expiring within the upcoming fiscal year.

Reserve

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

Airport Fund

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Number of Based Planes	96	90	95	98

2023 Goals

1. Continue to bank the FAA annual grant allocation with the goal of funding design of the Terminal in FY 2024 and construction in FY 2025.
2. Seek additional opportunities to develop land at the airport.

2022 Goals Status

1. Continue to bank the FAA annual grant allocation with the goal of funding a future Terminal project.
   9-Month Status: Ongoing.

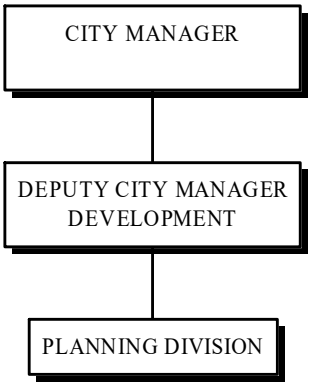
2. Continue CIP #75, general maintenance repairs, as needed.
   9-Month Status: Ongoing, as needed.

Conservation Property Fund

Mission

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

CONSERVATION PROPERTY FUND
ORGANIZATIONAL CHART



Core Responsibilities

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

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

Conservation Property Fund

Fund Summary	2022 Revised	2022 Projected	2023 Budget
Revenue	**$102,374**	**$68,374**	**$94,785**
Expense	**$102,374**	**$102,374**	**$94,785**
Net Income (Loss)		**($34,000)**	**$0**
Beginning Working Capital		**$60,381**	**$26,381**
Ending Working Capital		**$26,381**	**$26,381**

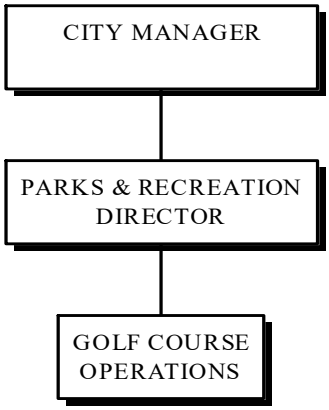
Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Rental Income	$80,373	$60,760	$60,760	$60,760	$60,760
Use of Fund Balance	$0	$34,000	$34,000	$0	$26,000
Transfer In - Trust	$0	$7,614	$7,614	$7,614	$8,025
Total Revenue	**$80,373**	**$102,374**	**$102,374**	**$68,374**	**$94,785**
Expense					
Compensation	$5,586	$5,793	$5,793	$5,825	$6,104
Fringe Benefits	$1,848	$2,081	$2,081	$2,186	$2,182
Outside Services	$26,027	$37,500	$37,500	$37,363	$37,500
Supplies	$20,955	$23,000	$23,000	$23,000	$23,000
Transfer Out	$25,000	$34,000	$34,000	$34,000	$26,000
Total Expense	**$79,414**	**$102,374**	**$102,374**	**$102,374**	**$94,785**

Golf Fund

Mission

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

GOLF FUND
ORGANIZATIONAL CHART



Core Responsibilities

1. Manage the year-round operation of the Beaver Meadow Golf Course. Activities include course maintenance, tournaments, lessons and camp programs, marketing, pro shop operations and winter operations.

Golf Fund

Fund Summary	2022 Revised	2022 Projected	2023 Budget
Revenue	**$1,241,388**	**$1,514,770**	**$1,455,184**
Expense	**$1,234,429**	**$1,232,824**	**$1,453,566**
Net Income (Loss)		**$281,946**	**$1,618**
Beginning Working Capital		**$254,781**	**$536,727**
Ending Working Capital		**$536,727**	**$538,345**

Reserve

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

Golf Fund

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Camps	$28,158	$24,765	$24,765	$24,500	$24,500
Seasonal Passes	$146,764	$210,015	$210,015	$282,468	$256,575
Daily Fees	$565,493	$413,532	$433,532	$522,842	$506,556
Cart Rental	$273,602	$188,380	$188,380	$243,831	$228,853
Handicapping	$11,485	$8,000	$8,000	$11,250	$11,250
Driving Range	$86,307	$51,596	$51,596	$82,330	$74,800
League and Tournament Fees	$36,277	$44,200	$44,200	$44,200	$44,200
Golf Simulator Revenue	$84,139	$80,000	$80,000	$82,225	$83,000
Pro Shop Sales	$203,758	$131,500	$131,500	$160,224	$159,000
Concession Sales	$37,000	$44,000	$44,000	$44,000	$46,200
Rental Income	$8,445	$12,900	$12,900	$16,900	$20,250
Investment Income	$169	$0	$0	$0	$0
Use of Fund Balance	$0	$0	$12,500	$0	$0
Insurance Dist and Credits	$1,844	$0	$0	$0	$0
Other Revenue	$946	$0	$0	$0	$0
Other Gov Agencies - State	$10,077	$0	$0	$0	$0
Transfer In - General	$40,596	$0	$0	$0	$0
Total Revenue	**$1,535,059**	**$1,208,888**	**$1,241,388**	**$1,514,770**	**$1,455,184**
Expense					
Compensation	$501,612	$490,202	$508,781	$503,700	$554,941
Fringe Benefits	$181,618	$191,405	$192,826	$182,023	$204,134
Outside Services	$139,309	$132,325	$144,825	$147,521	$158,623
Supplies	$314,786	$253,314	$253,314	$266,914	$287,050
Utilities	$43,553	$49,680	$49,680	$47,796	$49,700
Insurance	$3,300	$4,503	$4,503	$4,370	$5,435
Debt Service	$105,871	$77,200	$77,200	$77,200	$79,023
Transfer Out	$3,000	$3,300	$3,300	$3,300	$114,660
Total Expense	**$1,293,050**	**$1,201,929**	**$1,234,429**	**$1,232,824**	**$1,453,566**

The majority of Golf Fund revenue is generated through fees charged for golfing activities, seasonal passes, daily fees, cart rentals, and indoor simulator use. These revenue streams make up 68.2% of the Fund's revenue. Pro Shop Sales are the next largest revenue stream at approximately 10.9%. Revenues are projected using historical data.

Golf Fund

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Number of Season Memberships	217	362	375	400
2. Number of rounds played	19,500	29,888	31,500	33,000
3. Number of unique web site visitors	72,006	86,232	89,352	92,232
4. Tent Rentals by Golf Event	8	9	13	15
5. Tent Rentals, Non-Golf	1	2	6	7

2023 Goals

1. Grow the game of golf locally through learn to play programs that focus on youth.
2. Focus on increased pace of play through new starting and rangering procedures.
3. Continue to focus on increased customer service, customer engagement and customer experience.
4. Restore and manage Phase 1 of the tree project.
5. Implement the next phase of the irrigation project, which includes holes 10, 17 and 18.
6. Continue with Phase 2 of the tree project, to include mitigation of hazardous trees and unhealthy trees on holes 2, 15 and 16.

2022 Goals Status

1. Successfully celebrate the 125th anniversary of Beaver Meadow.
   9-Month Status: The celebration was impacted by weather last July; therefore, we have partnered with Concord TV to help us celebrate the 125th anniversary of Beaver Meadow with a video.

2. Increase Outing Rounds: Advertise our new shoulder season pricing to increase outing rounds during the early and late part of the golfing season.
   9-Month Status: The new shoulder season pricing has brought in four new events in the spring and two in the fall.

3. Increase tent revenue and increase use of the tent for non-golf events.
   9-Month Status: The tent continues to offer a great option for outdoor event space. Inquiries about rentals continue to come in on a weekly basis. The larger golf outings in the area have identified the tent as a great asset for their events. We will have a total of 13 golf outings in the tent in FY 2022.

4. Complete the next phase of the ongoing irrigation project: Holes 10 and 16.
   9-Month Status: The irrigation project will begin on May 10, 2022, and will be complete by June 15, 2022.

5. Implement the remainder of the recommendations in the USGA Agronomist Tree Report.
   9-Month Status: Phase 1 of the Beaver Meadow tree project has addressed problem areas outlined in the agronomist report. In the coming months, we will be working with NH Fish & Game and Federal Fish & Game to introduce pollinators to the new wildlife openings created by the tree removal program.

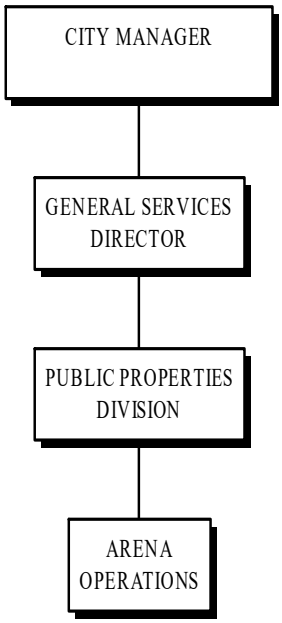
6. Continue to use the recommendations outlined in the USGA Agronomic Report.
   9-Month Status: We continue to use the recommendations outlined in the report to execute our fertilizing programs.

Arena Fund

Mission

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

ARENA FUND
ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

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

Arena Fund

Fund Summary	2022 Revised	2022 Projected	2023 Budget
Revenue	**$678,180**	**$893,804**	**$721,485**
Expense	**$704,338**	**$693,074**	**$744,051**
Net Income (Loss)		**$200,730**	**($22,566)**
Beginning Working Capital		**$75,755**	**$276,485**
Ending Working Capital		**$276,485**	**$253,919**

Reserve

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

Arena Fund

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Pro Shop Sales	$20,568	$40,000	$40,000	$38,180	$43,680
Concession Sales	$18,250	$60,000	$60,000	$54,000	$60,000
Rental Income	$431,287	$546,480	$546,480	$566,260	$579,105
Investment Income	$90	$3,200	$3,200	$3,200	$3,200
Advertising	$25,485	$28,000	$28,000	$31,000	$35,000
Finance Charges	$1,688	$250	$250	$970	$250
Insurance Dist and Credits	$1,073	$0	$0	$2,995	$0
Other Revenue	$930	$250	$250	$17,603	$250
Other Gov Agencies - State	$4,962	$0	$0	$0	$0
Transfer In - Grts & Donations	$0	$0	$0	$179,596	$0
Total Revenue	**$504,332**	**$678,180**	**$678,180**	**$893,804**	**$721,485**
Expense					
Compensation	$244,332	$249,774	$249,774	$245,097	$262,160
Fringe Benefits	$89,129	$99,933	$99,933	$91,162	$92,558
Outside Services	$55,120	$30,092	$30,092	$33,818	$46,689
Supplies	$31,194	$52,349	$52,349	$53,567	$60,879
Utilities	$71,062	$78,580	$78,580	$78,620	$80,150
Insurance	$4,560	$7,949	$7,949	$5,149	$5,633
Debt Service	$63,855	$106,770	$106,770	$106,770	$113,859
Transfer Out	$70,555	$78,891	$78,891	$78,891	$82,123
Total Expense	**$629,808**	**$704,338**	**$704,338**	**$693,074**	**$744,051**

Arena revenue is determined by using historical data for ice and dry-floor rentals. This data is used to determine the anticipated hours (prime and off-peak) that will be sold during the six month ice-in period. Historical data is also used to project anticipated requests for dry-floor rentals during the late spring and summer period. Many of the vendors that book the arena for a dry-floor venue are repeat customers.

Arena Fund

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Total Ice Rental Hours	1,613	1,498	1,646	1,600
2. Show Rental Revenue	$15,960	$14,031	$41,175	$42,000
3. Public Ice Skating Attendance	11,549	6,620	10,767	11,000
4. Recreational Hockey Stick/Puck Attendance	1,187	1,136	1,295	1,300

2023 Goals

1. Continue to look for additional revenue opportunities.
2. Continue to work with the Recreation & Parks Advisory Committee, the Arena Advisory Committee, and City staff from the Parks & Recreation and Community Development Departments, on the master plan for Kiwanis Park and the Everett Arena property.
3. Continue to explore additional energy saving measures for the arena.

2022 Goals Status

1. Continue to expand revenue opportunities in the Pro Shop and explore other outside activities for summer park rentals.
   9-Month Status: Pro Shop revenue for FY 2022 has returned to close to pre-COVID levels. One outside park rental is scheduled to return this summer.

2. Continue to work with the Recreation & Parks Advisory Committee (RPAC), the Arena Advisory Committee, and City staff from the Parks & Recreation and Community Development Departments, on the master plan for Kiwanis Park and the Everett Arena property.
   9-Month Status: Arena staff and the Arena Advisory Committee completed the conceptual plans and costing for a new entrance to the arena. Arena staff and Arena Advisory Committee members sent the recommendation to RPAC to request that City Council consider moving the design money for CIP #60 - Kiwanis Riverfront Park - from FY 2024 to FY 2023.

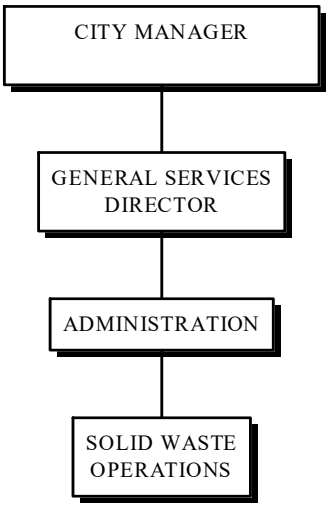
3. Continue to explore additional energy saving measures for the arena.
   9-Month Status: The arena completed a boiler replacement project in the fall. The existing failed hot water heaters and furnace were replaced with high efficiency condensing boilers.

Solid Waste Fund

Mission

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

SOLID WASTE FUND
ORGANIZATIONAL CHART



Core Responsibilities

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

Solid Waste Fund

Fund Summary	2022 Revised	2022 Projected	2023 Budget
Revenue	**$4,446,091**	**$4,764,505**	**$4,582,697**
Expense	**$4,619,835**	**$4,467,734**	**$4,813,449**
Net Income (Loss)		**$296,771**	**($230,752)**
Beginning Working Capital		**$2,131,928**	**$2,428,699**
Ending Working Capital		**$2,428,699**	**$2,197,947**

Reserve

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

Solid Waste Fund

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Other Permits	$700	$700	$700	$700	$700
Commercial Disposal	$1,034,274	$1,262,117	$1,262,117	$1,123,041	$1,368,609
DTSWRD - Downtown SW Rem Dist	$285,525	$279,970	$279,970	$279,970	$290,368
PAYT Bags	$1,371,281	$1,172,025	$1,172,025	$1,172,025	$1,172,025
PAYT Containers	$472,386	$472,260	$472,260	$472,260	$488,064
Contaminated Loads	$66	$500	$500	$500	$500
Cart Collection Program	$14,580	$15,600	$15,600	$15,600	$14,400
Motor Vehicle Waste Disposal	$100,707	$94,800	$94,800	$94,800	$100,000
Finance Charges	$6,716	$1,200	$1,200	$2,919	$1,200
Insurance Dist and Credits	$1,098	$0	$0	$1,330	$0
Other Revenue	$61,438	$300	$300	$67,887	$300
Other Gov Agencies - State	$558	$0	$0	$0	$0
Household Waste	$5,372	$5,116	$5,116	$5,970	$5,116
School District Payments	$65,775	$65,025	$65,025	$65,025	$65,025
Transfer In - General	$1,061,588	$1,061,588	$1,061,588	$1,061,588	$1,061,500
Transfer In - Grts & Donations	$0	$0	$0	$386,000	$0
Transfer In - Golf	$3,000	$3,000	$3,000	$3,000	$3,000
Transfer In - Arena	$3,790	$3,790	$3,790	$3,790	$3,790
Transfer In - Water	$4,350	$4,350	$4,350	$4,350	$4,350
Transfer In - Wastewater	$3,750	$3,750	$3,750	$3,750	$3,750
Total Revenue	**$4,496,952**	**$4,446,091**	**$4,446,091**	**$4,764,505**	**$4,582,697**
Expense					
Compensation	$154,985	$181,343	$181,343	$178,036	$187,285
Fringe Benefits	$83,446	$95,939	$95,939	$91,917	$94,734
Outside Services	$3,935,961	$4,293,013	$4,293,013	$4,150,441	$4,484,628
Utilities	$7,518	$11,130	$11,130	$8,930	$8,880
Insurance	$80	$110	$110	$110	$140
Debt Service	$23,682	$21,050	$21,050	$21,050	$20,532
Transfer Out	$3,600	$17,250	$17,250	$17,250	$17,250
Total Expense	**$4,209,272**	**$4,619,835**	**$4,619,835**	**$4,467,734**	**$4,813,449**

Solid Waste PAYT Bag and Container Revenues are projected based on prior years' historical data of bag sales and blended with expected changes in disposal habits. Expected revenues from the container program are factored into this. Solid Waste Commercial Revenues are projected based on the previous fiscal year's delivered tonnage to maintain a conservative revenue projection in our approach to potential changes in the market.

Solid Waste Fund

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Number of Tons Diverted from Traditional Disposal	5,072	4,929	5,200	5,200
2. Percentage of Citizen Request Items Resolved	99%	99%	99%	99%
3. Number of Households Services During Annual Household Hazardous Waste Collection	650	515	550	550

2023 Goals

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
2. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the City's SeeClickFix program in a timely manner.
3. Monitor the solid waste and recycling markets in preparation for a new waste collection and disposal contract.

2022 Goals Status

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
   9-Month Status: General Services has worked through contamination in the Downtown, Multi-family and Curbside collection recycling streams.

2. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the City's SeeClickFix program in a timely manner.
   9-Month Status: Staff continued to use the SeeClickFix program to routinely respond to citizen requests in a timely and professional manner.

3. Monitor the decline of global recycling markets.
   9-Month Status: Staff continues to monitor recycling markets, which are showing signs of improvement. Staff also continues to monitor disposal tip fees and collection costs, keeping the Solid Waste Advisory Committee informed.

Enterprise Funds

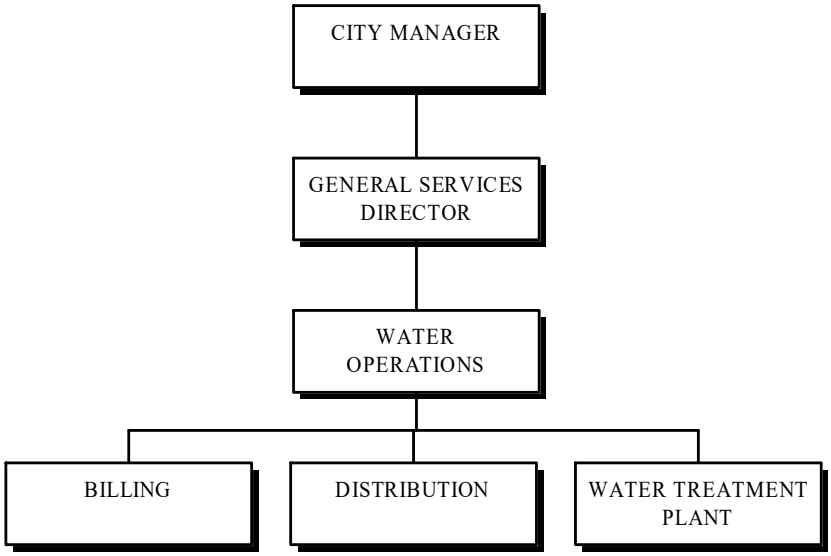
		2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue						
Water		$6,678,454	$6,510,860	$6,510,860	$6,407,113	$6,651,768
Wastewater		$8,948,767	$8,449,403	$8,449,403	$9,092,714	$9,770,880
	Sub Total	**$15,627,221**	**$14,960,263**	**$14,960,263**	**$15,499,827**	**$16,422,648**
Expense						
Water		$6,664,797	$7,005,233	$7,005,233	$6,920,497	$7,131,295
Wastewater		$8,039,798	$8,766,529	$8,766,529	$8,714,325	$9,280,377
	Sub Total	**$14,704,595**	**$15,771,762**	**$15,771,762**	**$15,634,822**	**$16,411,672**

Water Fund

Mission

To provide an adequate supply of safe, high-quality water and protect the health and well-being of customers.

WATER FUND
ORGANIZATIONAL CHART



Core Responsibilities

1. The Water Treatment Division is responsible for filtering water from Penacook Lake and purifying out any contaminants to meet all federal and state standards for water quality and treatment before distributing to customers.

Water Fund

Fund Summary	2022 Revised	2022 Projected	2023 Budget
Revenue	**$6,510,860**	**$6,407,113**	**$6,651,768**
Expense	**$7,005,233**	**$6,920,497**	**$7,131,295**
Net Income (Loss)		**($513,384)**	**($479,527)**
Beginning Working Capital		**$3,887,830**	**$3,374,446**
Ending Working Capital		**$3,374,446**	**$2,894,919**

Reserve

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

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

A 4.5% rate increase is recommended for FY 2023.

Water Fund

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Fines and Penalties	$26,057	$27,500	$27,500	$27,500	$27,500
Sundry Services	$22,234	$15,000	$15,000	$15,000	$15,000
Water Usage	$5,020,826	$4,891,840	$4,891,840	$4,778,230	$5,086,718
Water Availability	$1,178,895	$1,170,000	$1,170,000	$1,192,210	$1,192,210
Private Fire Service	$120,851	$110,000	$110,000	$110,000	$110,000
Other Service Charges	$160,483	$152,500	$152,500	$152,500	$152,500
Testing Services	$3,187	$2,500	$2,500	$0	$2,500
Utility Investment Fee	$65,087	$20,000	$20,000	$20,000	$20,000
Investment Income	$7,283	$76,000	$76,000	$3,500	$3,500
Sale of Assets	$12,150	$0	$0	$0	$0
Finance Charges	$0	$300	$300	$300	$300
Retiree Health Insurance	$45,828	$42,720	$42,720	$42,410	$39,040
Insurance Dist and Credits	$8,149	$0	$0	$0	$0
Other Revenue	$2,126	$2,500	$2,500	$2,500	$2,500
Other Gov Agencies - State	$5,296	$0	$0	$0	$0
Transfer In - Grts & Donations	$0	$0	$0	$62,963	$0
Total Revenue	**$6,678,454**	**$6,510,860**	**$6,510,860**	**$6,407,113**	**$6,651,768**
Expense					
Compensation	$1,354,675	$1,476,038	$1,476,038	$1,401,345	$1,485,951
Fringe Benefits	$810,643	$927,289	$927,289	$923,604	$964,433
Outside Services	$123,097	$208,467	$208,467	$209,318	$233,547
Supplies	$450,380	$465,110	$465,110	$465,110	$526,220
Utilities	$322,401	$260,190	$260,190	$252,981	$256,280
Insurance	$38,420	$40,125	$40,125	$40,125	$43,960
Capital Outlay	$84,098	$119,000	$119,000	$119,000	$124,000
Debt Service	$2,248,033	$2,263,810	$2,263,810	$2,263,810	$2,212,297
Miscellaneous	$4,478	$6,000	$6,000	$6,000	$6,000
Transfer Out	$1,387,186	$1,239,204	$1,239,204	$1,239,204	$1,278,607
Gain/Loss Refunding	-$158,613	$0	$0	$0	$0
Total Expense	**$6,664,797**	**$7,005,233**	**$7,005,233**	**$6,920,497**	**$7,131,295**

The Water Fund Commercial Sales revenue projection is based on a combination of historical data and knowledge-based forecasting. The critical factor in determining water revenue is to predict water consumption for the next fiscal year; and the Department has more than 20 years of historical data to use. This data, coupled with economic trends over the last three to five years, provides the basis for a conservative prediction for water consumption. This year it was determined that the best model to follow would be to take 97% of average water consumption over the last three years.

Water Fund

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Residential Per Capita Gallons Used per Day	96	89	90	88
2. Percentage of Turbidity Readings Below 0.1 NTUs	99%	99%	99%	99%

2023 Goals

1. Maintain fluoride optimization to 99%, receive optimization award from NHHHS.
2. Complete Penacook Lake spillway re-design.
3. Complete cyber security study and apply for Federal grant.
4. Complete solar project on two remote tank locations.

2022 Goals Status

1. Maintain fluoride optimization to 99%, receive optimization award from NHHHS.
   9-Month Status: Optimization continues at 99%. Anticipate maintaining this level and receiving the award.

2. Complete construction of new high lift station at water treatment plant.
   9-Month Status: Construction has been delayed by six weeks due to supply chain issues. Original completion scheduled for July 2022, has now been pushed out to September 2022.

3. Complete Penacook Dam spillway re-design.
   9-Month Status: In process and on track with consulting engineer.

4. Complete last year of involvement with Chamber of Commerce Leadership Greater Concord program.
   9-Month Status: Successfully completed.

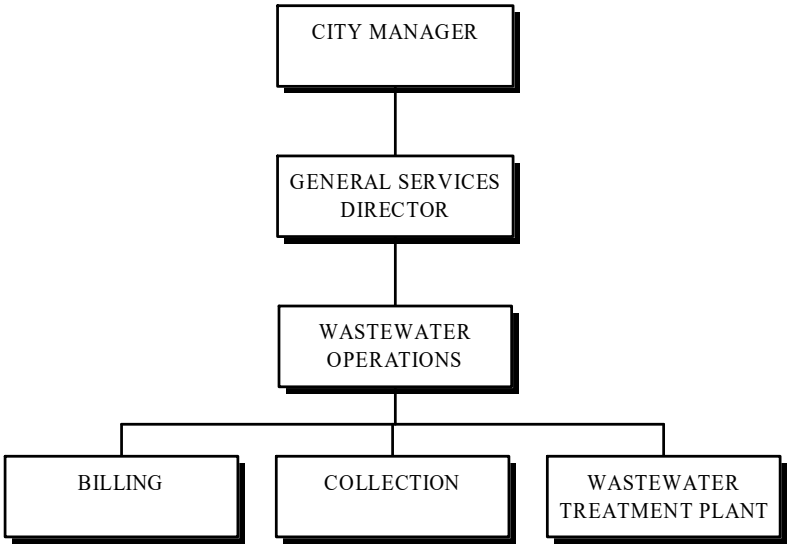
5. Transition utility billing to the new Munis financial module.
   9-Month Status: Conversion work is ongoing with an expected “go-live” date of June 1, 2022.

Wastewater Fund

Mission

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

WASTEWATER FUND
ORGANIZATIONAL CHART



Core Responsibilities

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

Wastewater Fund

Fund Summary	2022 Revised	2022 Projected	2023 Budget
Revenue	**$8,449,403**	**$9,092,714**	**$9,770,880**
Expense	**$8,766,529**	**$8,714,325**	**$9,280,377**
Net Income (Loss)		**$378,389**	**$490,503**
Beginning Working Capital		**$4,706,415**	**$5,084,804**
Ending Working Capital		**$5,084,804**	**$5,575,307**

Reserve

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

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

A 2.5% rate increase is recommended for FY 2023.

Wastewater Fund

Budget Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Fines and Penalties	$28,984	$30,500	$30,500	$30,500	$30,500
Fire Prevention Permits	$300	$0	$0	$0	$0
Other Permits	$1,875	$1,500	$1,500	$1,500	$1,500
Other Service Charges	$1,645	$1,500	$1,500	$1,500	$1,500
Sewer Usage	$7,562,338	$7,606,893	$7,606,893	$6,414,895	$7,020,495
Sewer Fixed Charges	$0	$0	$0	$1,553,598	$1,553,598
Sewer Usage-Towns	$347,667	$195,000	$195,000	$340,198	$340,000
Leachate Processing	$487,831	$275,000	$275,000	$275,000	$275,000
Septage Processing	$226,304	$125,000	$125,000	$225,000	$175,000
Sludge Disposal	$25,410	$20,000	$20,000	$100,000	$45,000
Testing Services	$1,650	$1,600	$1,600	$1,600	$1,600
Utility Investment Fee	$70,148	$40,000	$40,000	$40,000	$20,000
Rental Income	$4,187	$4,190	$4,190	$4,260	$4,190
Investment Income	$4,920	$104,000	$104,000	$2,500	$2,500
Sale of Assets	$18,945	$0	$0	$743	$0
Finance Charges	$325	$500	$500	$956	$500
Retiree Health Insurance	$45,828	$42,720	$42,720	$42,400	$39,040
Insurance Dist and Credits	$8,878	$0	$0	$24,488	$0
Other Revenue	$2,282	$1,000	$1,000	$1,000	$1,000
Other Gov Agencies - State	$9,991	$0	$0	$0	$0
Share of Debt Service	$99,258	$0	$0	$32,576	$259,457
Total Revenue	**$8,948,767**	**$8,449,403**	**$8,449,403**	**$9,092,714**	**$9,770,880**
Expense					
Compensation	$1,442,597	$1,712,311	$1,712,311	$1,660,950	$1,754,376
Fringe Benefits	$836,371	$1,010,844	$1,010,844	$1,017,864	$1,078,538
Outside Services	$1,000,798	$1,282,022	$1,282,022	$1,279,613	$1,418,806
Supplies	$290,622	$338,163	$338,163	$339,638	$405,376
Utilities	$599,126	$611,050	$611,050	$604,221	$607,400
Insurance	$58,960	$60,317	$60,317	$60,217	$66,162
Capital Outlay	$67,243	$58,000	$58,000	$58,000	$63,800
Debt Service	$2,517,354	$2,460,730	$2,460,730	$2,460,730	$2,588,854
Transfer Out	$1,358,027	$1,233,092	$1,233,092	$1,233,092	$1,297,065
Gain/Loss Refunding	-$131,300	$0	$0	$0	$0
Total Expense	**$8,039,798**	**$8,766,529**	**$8,766,529**	**$8,714,325**	**$9,280,377**

The Wastewater Fund Sewer Service revenue projection is based on a combination of historical data and knowledge-based forecasting. The critical factor in determining wastewater revenue is to predict wastewater processing for the next fiscal year, and the Department has more than 20 years of historical data to use. This data, coupled with economic trends over the last three to five years, provides the basis for a conservative prediction for wastewater processing.

Wastewater Fund

Service Indicators	2020 Actual	2021 Actual	2022 Estimated	2023 Projected
1. Number of Wastewater Odor Complaints Addressed	1	1	0	1

2023 Goals

1. Meet the community's expectation for odor control.
2. Maintain competitive rates with comparable communities in New Hampshire.
3. Complete energy efficiency initiatives with a goal of 10% energy reduction within the division.
4. Complete cyber security evaluation and necessary system upgrades.

2022 Goals Status

1. Meet the community's expectation for odor control.
   9-Month Status: The Wastewater Division has received no odor complaints during FY 2022.

2. Maintain competitive rates with comparable communities in New Hampshire.
   9-Month Status: Sewer rates remain competitive with New Hampshire communities of similar size and services.

3. Complete energy efficiency initiatives with a goal of 10% energy reduction within the division.
   9-Month Status: The wastewater treatment plant has achieved a 10% energy reduction during the third quarter of FY 2022.

4. Implement new septage pilot program with a goal to increase revenue from septage disposal fees.
   9-Month Status: The Wastewater Division is on-track to meet all goals set for FY 2022.

5. Transition utility billing to the new Munis financial module.
   9-Month Status: Conversion work is ongoing with an expected "go-live" date of June 1, 2022.

TIF Districts & CIP Summary

Budget Summary	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Capital Projects	$11,718,349	$12,042,749	$15,996,130	$17,784,379	$18,859,290
North End Opp Cor TIF District	$432,330	$368,325	$368,325	$420,974	$442,848
Sears Block TIF District	$1,104,653	$1,049,830	$1,049,830	$1,073,757	$1,099,499
Penacook Village TIF District	$147,917	$206,260	$229,660	$219,219	$451,493
Sub Total	**$13,403,248**	**$13,667,164**	**$17,643,945**	**$19,498,329**	**$20,853,130**
Expense					
Capital Projects	$16,757,687	$12,042,749	$15,996,130	$13,895,676	$18,859,290
North End Opp Cor TIF District	$220,647	$245,810	$245,810	$245,810	$246,639
Sears Block TIF District	$1,172,091	$1,200,550	$1,200,550	$1,199,800	$1,277,990
Penacook Village TIF District	$49,559	$81,125	$104,525	$59,125	$448,370
Sub Total	**$18,199,983**	**$13,570,234**	**$17,547,015**	**$15,400,411**	**$20,832,289**

TIF Districts & CIP Summary

Tax Increment Finance (TIF) Districts

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

Combined, these TIF Districts encompass approximately 333+/- acres of land. Since their inception, the City has made a combined investment of $41,982,010 in infrastructure improvements within these Districts, of which $20,803,500 were TIF funds and $21,178,510 were supported by other funding sources. These investments have served as a catalyst for $111,036,870 in new assessed value generated by several real estate development projects (FY 2023 estimate).

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

1) The **North End Opportunity Corridor Tax Increment Finance District (NEOCTIF)** was established on March 23, 1998, and most recently amended on April 14, 2014. This district was established to facilitate cleanup and redevelopment of the former Concord Lumber property and surrounding parcels in the vicinity of Horseshoe Pond and Exit 15 on Interstate 93. Since 1998, the City's total capital investment in the NEOCTIF District has been $7,796,200, of which $6,846,700 were TIF supported funds and $949,500 were non-TIF funds ($849,500 from the City's Economic Development Reserve Fund and $100,000 in donations from the Capital Regional Development Council). To date, this investment has yielded $50,662,000 in new private development (FY 2023 estimate). Presently, the NEOCTIF District encompasses approximately 68 acres.

2) The **Sears Block Tax Increment Finance District (SBTIF)** was established on September 8, 2003, and most recently amended on August 12, 2019. This district was established to facilitate cleanup and redevelopment of the former Sears Block and surrounding properties located in downtown Concord. The former Sears Block is now occupied by the Hotel Concord mixed use building and the Storrs Street Municipal Parking Garage. Since 2003, the City's total capital investment in the SBTIF District has been $23,054,840, of which $9,232,000 were TIF funds. To date, this investment has served as a catalyst for $42,901,870 in new private development (FY 2023 estimate). This figure excludes properties located at 5-7 South State Street, and 15 Pleasant Street, which are currently subject to RSA 79-E Community Revitalization Tax Relief abatements. Presently, the SBTIF District encompasses approximately 22 acres.

3) The **Penacook Village Tax Increment Finance District (PVTIF)** was established on June 14, 2010, and most recently amended on April 12, 2021. This district was established to facilitate cleanup and redevelopment of the former Allied Leather Tannery Site and surrounding properties in Penacook Village, as well as to foster development at Whitney Road. The City's total capital investment in the PVTIF District has been $11,130,970, of which $4,725,000 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 $17,473,000 in new private development (FY 2023 estimate). Presently, the PVTIF District encompasses approximately 243 acres.

TIF Districts & CIP Summary

NEOCTIF Fund Summary	2022 Revised	2022 Projected	2023 Budget
Revenue	**$368,325**	**$420,974**	**$442,848**
Expense	**$245,810**	**$245,810**	**$246,639**
Net Income (Loss)		**$175,164**	**$196,209**
Beginning Working Capital		**$2,125,597**	**$2,300,761**
Ending Working Capital		**$2,300,761**	**$2,496,970**

NEOCTIF Fund Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Property Taxes	$430,752	$366,025	$366,025	$419,774	$441,348
Investment Income	$1,578	$2,300	$2,300	$1,200	$1,500
Total Revenue	**$432,330**	**$368,325**	**$368,325**	**$420,974**	**$442,848**
Expense					
Outside Services	$13,440	$24,880	$24,880	$24,880	$25,129
Debt Service	$43,231	$42,040	$42,040	$42,040	$40,831
Transfer Out	$163,975	$178,890	$178,890	$178,890	$180,679
Total Expense	**$220,647**	**$245,810**	**$245,810**	**$245,810**	**$246,639**

TIF Districts & CIP Summary

North End Opportunity Corridor Tax Finance District

The FY 2023 projected total incremental assessed value of new development constructed within the NEOCTIF District is $50,662,000.

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 2023, the City will allocate $33,436,920 of incremental assessed value created in the District, to support the City's General Fund and other taxing authorities. It is projected that the $33,436,920 allocated assessed value will yield approximately $856,734 in revenues for the City's General Fund, as well as the Concord School District, Merrimack County, and State of New Hampshire, combined.

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

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

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

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

TIF Districts & CIP Summary

SBTIF Fund Summary	2022 Revised	2022 Projected	2023 Budget
Revenue	**$1,049,830**	**$1,073,757**	**$1,099,499**
Expense	**$1,200,550**	**$1,199,800**	**$1,277,990**
Net Income (Loss)		**($126,043)**	**($178,491)**
Beginning Working Capital		**$454,050**	**$328,007**
Ending Working Capital		**$328,007**	**$149,516**

SBTIF Fund Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Property Taxes	$1,104,283	$1,049,580	$1,049,580	$1,073,442	$1,099,249
Investment Income	$370	$250	$250	$315	$250
Total Revenue	**$1,104,653**	**$1,049,830**	**$1,049,830**	**$1,073,757**	**$1,099,499**
Expense					
Outside Services	$5,075	$44,765	$44,765	$44,765	$25,108
Utilities	$1,321	$1,200	$1,200	$450	$1,200
Debt Service	$394,960	$388,410	$388,410	$388,410	$497,648
Transfer Out	$770,735	$766,175	$766,175	$766,175	$754,034
Total Expense	**$1,172,091**	**$1,200,550**	**$1,200,550**	**$1,199,800**	**$1,277,990**

TIF Districts & CIP Summary

Sears Block Tax Finance District

The FY 2023 projected total incremental assessed value of new development constructed within the Sears Block TIF (SBTIF) District is $42,901,870.

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

Since its inception in 2003, the City has appropriated $23,054,480 for infrastructure improvements and other investments within the District. Of this total, $9,232,000 were TIF funds, and $13,822,840 were from other funding sources.

Infrastructure investments within the SBTIF District include construction of the Storrs Street Parking Garage and related improvements, the Main Street Complete Streets Project, 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 2023 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 2023, the SBTIF will transfer $437,273 to the General Fund, as follows:

1) $23,907 in Administrative Fees associated with management and administration of the SBTIF District.
2) $165,893 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) $42,698 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) $205,075 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 $316,761 to the Parking Fund in FY 2023. 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.

When the SBTIF District was first established in 2003, it was anticipated that it would terminate when debt service was to be fully repaid in FY 2027. This date was subsequently extended to FY 2042 due to the appropriation of $1,990,000 in bonded debt for redevelopment of the NH Employment Security Property at 32-34 South Main Street, $1.52 million in bonded debt for installation of underground utilities within a section of South Main Street, $2.5 million in bonded debt for the construction of CIP #460 Downtown Complete Streets Project, and $150,000 to support utility improvements associated with the Bank of NH Stage Project (which were authorized in August 2019, but remain unissued pending completion of said improvements). This date may fluctuate depending upon future development in the District creating incremental value, or additional investments in infrastructure improvements supported by the District.

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

TIF Districts & CIP Summary

PVTIF Fund Summary	2022 Revised	2022 Projected	2023 Budget
Revenue	**$229,660**	**$219,219**	**$451,493**
Expense	**$104,525**	**$59,125**	**$448,370**
Net Income (Loss)		**$160,094**	**$3,123**
Beginning Working Capital		**$241,261**	**$401,355**
Ending Working Capital		**$401,355**	**$404,478**

PVTIF Fund Detail	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
Revenue					
Property Taxes	$147,507	$202,935	$202,935	$202,112	$448,645
Investment Income	$410	$1,000	$1,000	$500	$500
Use of Fund Balance	$0	$0	$23,400	$0	$0
Other Revenue	$0	$2,325	$2,325	$16,607	$2,348
Total Revenue	**$147,917**	**$206,260**	**$229,660**	**$219,219**	**$451,493**
Expense					
Outside Services	$9,146	$38,475	$61,875	$16,475	$42,234
Supplies	$0	$0	$0	$0	$5,000
Utilities	$0	$0	$0	$0	$4,000
Debt Service	$32,277	$31,430	$31,430	$31,430	$357,621
Transfer Out	$8,135	$11,220	$11,220	$11,220	$39,515
Total Expense	**$49,559**	**$81,125**	**$104,525**	**$59,125**	**$448,370**

TIF Districts & CIP Summary

Penacook Village Tax Increment Finance District

The FY 2023 projected total incremental assessed value of new real estate development within the Penacook Village TIF (PVTIF) District is $17,473,000. This amount is captured by the PVTIF District and is available to support the District's operating, administration, and debt service costs. This incremental assessed value is largely associated with the Penacook Family Physicians medical office building located at 4 Crescent Street, Phase I of the Caleb Development Corporation's Penacook Landing housing development located at 33 Canal Street, as well as new development associated with the Merchants Way project located at 1 Whitney Road. Phase I of the Merchants Way project specifically includes a State Liquor and Wine Outlet, as well as a Homegoods store and Market Basket supermarket.

The City's total capital investment in the PVTIF District to date is $11,130,970, of which $4,725,000 was directly supported by the TIF District. This figure includes monies expended by the City on the acquisition, cleanup, and redevelopment of the former Allied Leather Tannery and Amazon Realty sites prior to the establishment of the PVTIF in 2010, as well as a $500,000 Community Development Block Grant for site improvements associated with the Caleb Development Corporation's "Penacook Landing" affordable housing development in 2019. This figure also includes funds appropriated by the City Council for CIP #30 Hoit Road (US Route 4) / Whitney Road Intersection Improvement Project to support the "Merchant's Way" development located at 1 Whitney Road.

Due to the District's success, starting in FY 2023, the PVTIF shall release 10% of its captured incremental assessed value to support the City's General Fund, Merrimack Valley School District, Merrimack County, and State of New Hampshire. In total, $1,747,300 of captured assessed value shall be released, generating $49,850 of property tax revenue for these entities, combined. Subject to future development and capital investments within the PVTIF, it is anticipated this amount will increase over time.

Also starting in FY 2023, the PVTIF shall begin reimbursing the City's Economic Development Reserve Fund for past investments which it financed within the District primarily associated with redevelopment of the Allied Leather Tannery ("Penacook Mill") site. The total outstanding principal and interest balance owed to the EDR Fund is $771,116. The FY 2023 Budget includes $25,000 to commence repayment of this debt. Annual payments will increase over time, and it is anticipated the EDR Fund will be fully repaid by FY 2032. Repayment of the EDR Fund is expressly included in the PVTIF District's Development Program and Financing Plan, and shall be undertaken in accordance therewith.

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

Development of CIP #567 was included in the PVTIF Development Program and Financing Plan, which was readopted by the City Council on April 12, 2021. In FY 2022, the City Council appropriated $110,000 of recreational impact fees to design and permit the new Canal Street Riverfront Park. A design team has been engaged and the project is currently underway. The FY 2023 Budget includes $1,747,760 for the construction of the new park, of which $1,025,000 will be supported by PVTIF District. Presently, it is anticipated that construction will be substantially complete in fall 2023 (FY 2024). Upon completion, operating and maintenance costs for the park will be supported by the PVTIF District. The projected operating costs for the new park in Year 1 of operation are approximately $30,000.

In accordance with its Development Program and Financing Plan, the PVTIF District shall terminate when the purposes for which the District was established are fulfilled, and all debt service supported by the District is fully satisfied. Including appropriations for CIP #30, as well as proposed PVTIF appropriations for CIP #567, the projected termination date for the Penacook Village Tax Increment Finance District is currently FY 2044. This date may fluctuate depending upon future development in the District creating incremental value, or additional investments in infrastructure improvements supported by the District.

TIF Districts & CIP Summary

CIP Introduction & Overview

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

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

Although the CIP includes projects scheduled over the next 10 years, the FY 2023 budget only appropriates funding for those projects scheduled for the upcoming fiscal year. Specifically, cash outlays and transfers from the General Fund, various reserve funds, and special revenue and enterprise funds are appropriated as part of the City's annual budget adoption process. The bonded capital budget resolution appropriates most bonded projects at the time of budget adoption, thereby alleviating the need to have separate appropriation actions throughout the year.

Funding for certain projects has been omitted from the capital resolution – as denoted by an asterisk – as these projects typically require funds from the State/Federal government, or from donations, or other actions in order to move forward. Such projects will be presented for future City Council approval when confirmation of outside funding has been received. In other cases, asterisked projects are still preliminary in nature or are subject to ongoing discussions or negotiations with regulators or other third parties. In addition, projects supported by Tax Increment Financing (TIF) may also be asterisked if said projects require amendments to the respective TIF district's development program and financing plan. Funding commitments for the ensuing "out years" of the CIP (FY 2023 – 2031) shall be reviewed as part of the budget adoption process for those respective fiscal years.

The Capital Improvement plan includes recurring and non-recurring projects. Recurring projects occur more than once during the 10 year planning horizon, and are generally associated with the routine maintenance or replacement of existing vehicles, equipment, and other assets. Non-recurring projects are those which create a new asset or facility, or substantially replace an existing one, thus potentially necessitating new or increased operating and maintenance costs, or creation of new or expanded revenues for the City. Estimated revenues and expenditures associated with capital projects are carried in the operating fund's pro forma. As projects advance through the 10 year CIP towards funding and implementation, project specifications become refined and potential costs and revenues are updated accordingly.

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

The proposed FY 2023 CIP runs from FY 2023 to FY 2032. 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 2023 projects. However, not all projects will be funded through the current budget resolutions. Excluded projects are identified with an asterisk (*) in the CIP tables and have been omitted from the capital appropriation in the current fiscal year's budget resolutions. The table Appropriations by Funding Source, which immediately follows this section, contains the capital appropriation by funding source for this fiscal year's budget appropriation.

TIF Districts & CIP Summary

Selection and Prioritization of Capital Projects

In accordance with past practice, capital projects proposed for funding and implementation in FY 2023 were reviewed and recommended for funding if they satisfied one or more of the following criteria:

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

TIF Districts & CIP Summary

Appropriations by Funding Source	2023 Budget
General / G.O. Bonds	7,025,000
Parking / G.O. Bonds	695,000
Golf / G.O. Bonds	135,000
PVTIF / G.O. Bonds	1,025,000
Water / G.O. Bonds	587,000
Sewer / G.O. Bonds	4,435,000
Trans From General / Capital Transfer	529,750
Trans From Airport / Capital Transfer	15,000
Trans From Water / Capital Transfer	202,875
Trans From Sewer / Capital Transfer	92,875
Trans From Impact Fee Fund / Rec District 1	57,729
Trans From Impact Fee Fund / Traf District 1	227,666
Trans From Impact Fee Fund / Traf District 2	17,125
Trans From Trust / Econ. Dev. Reserve	230,000
Trans From Trust / Equip Replace Reserve	298,000
Trans From Trust / Highway Reserve	2,680,000
Sub Total	**18,253,020**

Repurposing by Funding Source	
General / Capital Close-out	313,444
Parking / Capital Close-out	12,111
Water / Capital Close-out	199,762
Sewer / Capital Close-out	80,953
Sub Total	**606,270**
Total	**18,859,290**

TIF Districts & CIP Summary

Appropriations and Repurposing by Department		2023 Budget
City Manager /Operation		
432	State Street Parking Garage (Formerly Firehouse Block)	$250,000
567	Penacook Riverfront Parks	$1,447,729
Sub Total		**$1,697,729**
Finance Purchasing		
631	Multi-Function Photocopy Machines	$35,000
Sub Total		**$35,000**
Information Technology		
2	Information Technology Hardware & Software Replacement	$275,000
Sub Total		**$275,000**
Police - Operations		
403	Parking Division Vehicle and Equipment Replacement Program	$51,688
484	Police Station Improvements	$175,000
575	Police Vehicle & Equipment Replacement	$230,000
595	Parking Meters	$240,423
630	Police Computer Crimes Hardware and Equipment	$20,000
Sub Total		**$717,111**
Fire		
4	Fire Department Vehicle Replacement	$2,055,000
252	Fire Station Improvements	$70,000
375	Fire Department Boats	$30,000
376	Fire Department Hose & Equipment Replacement	$53,000
573	Fire Department Personnel Protective Equipment	$30,355
Sub Total		**$2,238,355**
GS-Highway / Utilities		
78	Annual Highway Improvement Program	$2,655,000
121	Vehicle & Equipment Replacement Program	$1,780,000
644	Street Tree Planting	$4,874
Sub Total		**$4,439,874**

TIF Districts & CIP Summary

Appropriations and Repurposing by Department (continued)

		2023 Budget
GS-Public Properties		
63	City Wide Recreation Facility Improvements	$799,250
65	City Hall Renovations	$750,000
75	General Airport Repairs	$15,000
323	Combined Operations & Maintenance Facility (COMF) Improvements	$180,000
636	Electric Vehicle (EV) Charging Stations	$10,000
Sub Total		**$1,754,250**
GS-Water		
88	Water Plant Improvements	$389,762
124	Water System SCADA Improvements	$30,000
244	Water Meter Replacement Program	$375,000
347	Water Storage Tank Repairs	$50,000
Sub Total		**$844,762**
GS-Sewer		
104	Hall Street Waste Water Treatment Plant Improvements	$2,815,000
275	Sewer Pump Station Improvements	$75,000
466	Penacook Waste Water Treatment Plant Improvements	$510,953
Sub Total		**$3,400,953**
CD-Engineering Services		
30	Hoit Road / Whitney Road Intersection Improvements	$474,791
31	Broadway / West Street Intersection Improvements (McKee Square)	$100,000
83	Storm Water Improvements	$150,000
91	Sewer Main Rehabilitation and Construction	$440,000
283	Traffic Signals and Traffic Operations Improvements	$285,965
297	Geographic Information Systems (GIS)	$10,500
520	Intersection Safety Improvements	$25,000
589	Downtown Corridor Streetscape Improvement Project	$100,000
648	Wastewater Master Plan Update	$160,000
Sub Total		**$1,746,256**
Library		
477	Library Equipment Replacement	$10,000
Sub Total		**$10,000**

TIF Districts & CIP Summary

Appropriations and Repurposing by Department (continued)		2023 Budget
Rec-Grounds		
51	White Park	$280,000
52	Keach Park	$160,000
55	Rolfe Park	$15,000
56	Rollins Park	$15,000
60	Kiwanis (Waterfront) Park	$125,000
107	Golf Course Club House and Maintenance Buildings	$490,000
235	Golf Course Grounds Improvements	$390,000
515	Golf Course Winter Recreation Improvements	$40,000
530	Golf Course Equipment	$70,000
569	Parks and Cemeteries Small Turf Equipment	$35,000
587	Cemetery Improvements	$80,000
Sub Total		**$1,700,000**
Total		**$18,859,290**

TIF Districts & CIP Summary

Capital Improvement Program 2023-2032

Project #	Title	Department
2	Information Technology Hardware & Software Replacement	Information Technology
4	Fire Department Vehicle Replacement	Fire
17	Sidewalk, Bikeway and Streetscape Improvements	CD-Engineering Services
18	Storrs Street Extension, North & South	CD-Engineering Services
30	Hoit Road / Whitney Road Intersection Improvements	CD-Engineering Services
31	Broadway / West Street Intersection Improvements (McKee Square)	CD-Engineering Services
36	Manchester Street / Route 3 South	CD-Engineering Services
43	Garvins Falls Development Area	CD-Engineering Services
51	White Park	Rec-Grounds
52	Keach Park	Rec-Grounds
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
104	Hall Street Waste Water Treatment Plant Improvements	GS-Sewer
107	Golf Course Club House and Maintenance Buildings	Rec-Grounds
114	Penacook Lake Dam and Spillway Rehabilitation	GS-Water
121	Vehicle & Equipment Replacement Program	GS-Highway / Utilities
124	Water System SCADA Improvements	GS-Water
230	Opticom Replacement	Fire
235	Golf Course Grounds Improvements	Rec-Grounds
244	Water Meter Replacement Program	GS-Water
252	Fire Station Improvements	Fire

TIF Districts & CIP Summary

Capital Improvement Program 2023-2032 (continued)

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

TIF Districts & CIP Summary

Capital Improvement Program 2023-2032 (continued)

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
522	Patrol Rifle Replacements	Police - Operations
525	Telephone System Replacement Program	Information Technology
527	Fire Department EMS Equipment Replacement	Fire
528	Pocket Parks	Rec-Grounds
529	Storrs Street Parking Garage (Formerly Capital Commons)	City Manager /Operation
530	Golf Course Equipment	Rec-Grounds
534	Tie Down Rehabilitation and Expansion	CD-Engineering Services
536	Hangar Replacement	CD-Engineering Services
541	Regional Drive/Chenell Drive Intersection Improvements	CD-Engineering Services
543	Merrimack River Greenway Trail Project	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	City Manager /Operation
569	Parks and Cemeteries Small Turf Equipment	Rec-Grounds
571	I-393/Horseshoe Pond Drainage Improvements	CD-Engineering Services
572	Airport Master Plan	CD-Engineering Services
573	Fire Department Personnel Protective Equipment	Fire
575	Police Vehicle & Equipment Replacement	Police - Operations
579	Downtown Squares	GS-Public Properties
583	East Concord Fire Station	Fire
587	Cemetery Improvements	Rec-Grounds
588	Loudon Road Bridge Improvement Project	CD-Engineering Services
589	Downtown Corridor Streetscape Improvement Project	CD-Engineering Services
590	Downtown Civic District Sidewalk Replacement	CD-Engineering Services
591	Sidewalk Cleanliness	GS-Public Properties
594	New Central Fire Station	Fire
595	Parking Meters	Police - Operations
596	Surface Lots	City Manager /Operation
597	Parking Beacons	Police - Operations
599	Zoning Update	CD-Community Planning
600	Impact Fee Ordinance Update	CD-Community Planning
601	Design Guidelines Update	CD-Community Planning
602	Iron Works Road Bridge Replacement Project	CD-Engineering Services

TIF Districts & CIP Summary

Capital Improvement Program 2023-2032 (continued)

Project #	Title	Department
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
639	Full Measure and List	Assessing
643	Police Headquarters (New)	Police - Operations
644	Street Tree Planting	GS-Highway / Utilities
645	Police Department RMS/CAD Upgrade	Police - Operations
646	Planter Box Fencing	GS-Highway / Utilities
648	Wastewater Master Plan Update	CD-Engineering Services

City of Concord, New Hampshire

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

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Base Value for Debt Limits (1)	$ 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	$ 4,995,493,062
Legal Debt Limits (% of Base Value)										
General - 1.75% thru 1998, 3% 1999 on (2)	$ 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	$ 149,864,792
Water - 10% (2)	$ 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	$ 499,549,306
Issued Debt at June 30										
Total Issued Debt at June 30	$ 67,234,223	$ 69,162,800	$ 72,161,009	$ 76,554,459	$ 81,679,007	$ 87,421,100	$ 94,920,956	$ 98,135,097	$ 101,593,459	$ 96,326,305
Less Water Fund	(11,930,388)	(12,802,341)	(12,718,866)	(12,909,306)	(14,595,612)	(15,444,901)	(15,950,744)	(15,599,418)	(18,448,862)	(17,710,255)
Less Sewer Fund (3)	(14,059,897)	(14,819,785)	(14,228,732)	(13,770,736)	(16,861,971)	(18,225,019)	(19,429,743)	(19,740,561)	(18,395,589)	(17,712,040)
Less Tax Increment Debt (3)	(9,347,000)	(8,965,400)	(8,095,400)	(7,947,200)	(7,206,400)	(6,601,400)	(5,981,400)	(5,501,400)	(4,831,400)	(3,546,570)
Less Landfill Debt (3)	(668,901)	(442,001)	(218,732)	-	-	-	-	-	-	-
Authorized Unissued at June 30										
Total Authorized Unissued Debt at June 30	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	10,152,106
Less Golf Fund	(80,000)	(80,000)	(60,000)	(93,000)	(60,000)	(3,000)	(3,000)	-	-	-
Less Arena Fund	-	-	-	-	-	(76,500)	(3,000)	-	-	-
Less Solid Waste Fund	-	-	-	-	-	-	-	-	-	-
Less Water Fund	(150,000)	-	-	(136)	(36,500)	(136,500)	(36,500)	(791,700)	(36,500)	(361,500)
Less Sewer Fund (3)	(2,168,172)	-	-	-	(36,500)	(136,500)	(36,500)	(356,500)	(36,500)	(36,500)
Less Tax Increment Debt (3)	-	-	-	-	-	-	-	-	-	-
Total Debt Subject to general limit	$ 34,863,037	$ 37,548,273	$ 47,301,499	$ 45,043,386	$ 57,709,982	$ 63,566,406	$ 67,329,144	$ 65,154,844	$ 64,757,034	$ 67,111,546
Legal Debt Margin										
General	75,799,406	78,776,132	74,213,906	72,315,446	62,344,296	57,423,813	59,400,348	66,871,672	72,488,914	82,753,246
Water Fund	356,794,421	374,945,676	392,332,485	378,286,665	385,548,813	387,719,330	406,464,397	423,697,270	439,001,132	481,477,551
% of Legal Debt Limits Used										
General	31.5%	32.3%	38.9%	38.4%	48.1%	52.5%	53.1%	49.3%	47.2%	44.8%
Water Fund	3.2%	3.3%	3.1%	3.3%	3.6%	3.8%	3.8%	3.5%	4.0%	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: Bonds and Unamortized Premiums	Governmental Activities: Capital Leases	Business-Type Activities: Bonds and Unamortized Premiums	Total Primary Government	Per Capita	Percentage of Personal Income	Percentage of Estimated Actual Taxable Value of Property
2021	$ 64,741,813	$ 3,998	$ 37,737,077	$ 102,482,888	$ 2,330	6.52%	2.22%
2020	67,845,016	13,593	38,956,607	106,815,216	2,448	7.22%	2.46%
2019	65,295,547	23,188	36,976,773	102,295,508	2,356	7.29%	2.45%
2018	60,259,916	32,783	37,920,176	98,212,875	2,206	7.15%	2.36%
2017	53,849,403	-	35,844,265	89,693,668	2,038	6.70%	2.22%
2016	49,375,887	-	32,810,121	82,186,008	2,206	6.38%	2.12%
2015	48,874,693	-	27,679,766	76,554,459	1,804	5.94%	2.03%
2014	44,125,550	-	28,035,460	72,161,010	1,701	5.65%	2.11%
2013	40,430,476	-	28,732,324	69,162,800	1,615	5.51%	2.00%
2012	40,161,251	-	27,072,972	67,234,223	1,569	5.50%	2.03%

City of Concord, New Hampshire

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

Fiscal Year	Local Assessed Value (1) Residential	Commercial/ Industrial	Utilities	Total Assessed Value	Less Exemptions to Assessed Value (1)	Total Taxable Assessed Value (1)	Total Direct Tax Rate per $1,000 of Assessed Value	Estimated Full Value (2)	Ratio of Total Assessed Value to Total Estimated Full Value
2021	$ 2,830,551,174	$ 1,654,802,768	$ 239,004,500	$ 4,724,358,442	$ 91,557,083	$ 4,632,801,359	$ 24.32	$ 4,995,493,062	94.6%
2020	2,590,372,174	1,627,391,900	218,854,000	4,436,618,074	92,714,134	4,343,903,940	25.08	4,607,017,330	96.3%
2019	2,462,226,874	1,602,481,857	203,135,500	4,267,844,231	87,033,611	4,180,810,620	25.44	4,430,221,635	96.3%
2018	2,341,028,799	1,531,794,890	188,082,990	4,060,906,679	30,676,314	4,030,230,365	25.38	4,253,023,855	95.5%
2017	2,258,430,650	1,526,604,188	177,017,200	3,962,052,038	31,281,237	3,930,770,801	24.77	4,061,020,935	97.6%
2016	2,168,810,800	1,539,035,833	178,446,300	3,886,292,933	32,958,740	3,853,334,193	24.36	4,033,984,178	96.3%
2015	2,101,417,750	1,534,639,311	161,176,300	3,797,233,361	33,688,716	3,763,544,645	23.58	3,942,193,209	96.3%
2014	2,074,759,050	1,584,155,007	167,511,600	3,826,425,657	33,299,807	3,793,125,850	22.59	4,074,453,253	93.9%
2013	2,087,208,900	1,614,705,822	166,101,300	3,868,016,022	35,915,240	3,832,100,782	21.61	3,899,194,377	99.2%
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%

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)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
General Fund										
Nonspendable	$ 152,871	$ 152,871	$ 152,871	$ 152,871	$ 168,027	$ 212,814	$ 375,704	$ 380,210	$ 811,360	$ 817,292
Restricted	-	-	-	-	-	-	-	-	-	-
Committed	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	5,033,003
Assigned	894,000	935,000	750,000	960,000	930,000	975,000	975,000	1,400,000	2,780,000	2,800,389
Unassigned	8,168,250	9,079,250	9,879,330	10,171,068	10,735,579	11,015,079	11,371,395	11,769,490	11,025,950	12,067,362
Total General Fund	$ 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	$ 20,718,046
Other Governmental Funds										
Nonspendable	$ 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	$ 13,091,419
Restricted	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	22,621,252
Committed	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	2,909,845
Assigned	-	-	-	-	-	-	-	-	-	-
Unassigned	(1,290)	-	(1,329,031)	(726,422)	(2,091,373)	(2,180,891)	(4,747,101)	(2,462,365)	(682,657)	(2,399,589)
Total Other Funds	$ 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	$ 36,222,927

Data Source:
Audited Financial Statements

FISCAL YEAR 2023
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
General								
2	Information Technology Hardware & Software Replacement	206,250	0	3,355	202,895	0	0	0
4	Fire Department Vehicle Replacement	2,055,000	2,055,000	0	0	0	0	0
17*	Sidewalk, Bikeway and Streetscape Improvements	60,500	0	0	0	60,500	0	0
31	Broadway / West Street Intersection (McKee Square) Signalization	100,000	100,000	0	0	0	0	0
51*	White Park	800,000	200,000	0	0	200,000	400,000	0
51	White Park	280,000	280,000	0	0	0	0	0
52	Keach Park	160,000	160,000	0	0	0	0	0
55	Rolfe Park	15,000	15,000	0	0	0	0	0
56	Rollins Park	15,000	15,000	0	0	0	0	0
60	Kiwanis (Waterfront) Park	125,000	125,000	0	0	0	0	0
63	City Wide Recreation Facility Improvements	799,250	750,000	49,250	0	0	0	0
65	City Hall Renovations	750,000	750,000	0	0	0	0	0
78	Annual Highway Improvement Program	2,655,000	0	0	0	0	0	2,655,000
83	Storm Water Improvements	150,000	0	150,000	0	0	0	0
107	Golf Course Club House and Maintenance Buildings	490,000	490,000	0	0	0	0	0
121	Vehicle & Equipment Replacement Program	1,203,000	905,000	0	0	0	0	298,000
235	Golf Course Grounds Improvements	325,000	325,000	0	0	0	0	0
252	Fire Station Improvements	70,000	70,000	0	0	0	0	0

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
283	Traffic Signals and Traffic Operations Improvements	285,965	180,000	105,965	0	0	0	0
297	Geographic Information Systems (GIS)	3,500	0	0	3,500	0	0	0
323	Combined Operations & Maintenance Facility Improvements	90,000	90,000	0	0	0	0	0
375	Fire Department Boats	30,000	30,000	0	0	0	0	0
376	Fire Department Hose & Equipment Replacement	53,000	35,000	0	18,000	0	0	0
477	Library Equipment Replacement	10,000	0	0	10,000	0	0	0
484	Police Station Improvements	175,000	175,000	0	0	0	0	0
515	Golf Course Winter Recreation Improvements	40,000	40,000	0	0	0	0	0
520	Intersection Safety Improvements	25,000	0	0	0	0	0	25,000
557*	Memorial Field	550,000	0	0	0	275,000	275,000	0
567*	Penacook Riverfront Parks	500,000	0	0	0	0	500,000	0
567	Penacook Riverfront Parks	200,000	200,000	0	0	0	0	0
569	Parks and Cemeteries Small Turf Equipment	35,000	35,000	0	0	0	0	0
573	Fire Department Personnel Protective Equipment	30,355	0	0	30,355	0	0	0
575	Police Vehicle & Equipment Replacement	230,000	0	0	230,000	0	0	0
587	Cemetery Improvements	80,000	80,000	0	0	0	0	0
588*	Loudon Road Bridge Improvement Project	576,000	115,000	0	0	0	461,000	0
589	Downtown Corridor Streetscape Improvement Project	100,000	100,000	0	0	0	0	0

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
630	Police Computer Crimes Hardware and Equipment	20,000	20,000	0	0	0	0	0
631	Multi-Function Photocopy Machines	35,000	0	0	35,000	0	0	0
644	Street Tree Planting	4,874	0	4,874	0	0	0	0
	Subtotal General	**13,332,694**	**7,340,000**	**313,444**	**529,750**	**535,500**	**1,636,000**	**2,978,000**
	Less *	**2,486,500**	**315,000**	**0**	**0**	**535,500**	**1,636,000**	**0**
	Total General	**10,846,194**	**7,025,000**	**313,444**	**529,750**	**0**	**0**	**2,978,000**
Parking								
403	Parking Division Vehicle and Equipment Replacement Program	51,688	45,000	6,688	0	0	0	0
432	State Street Parking Garage (Formerly Firehouse Block)	250,000	250,000	0	0	0	0	0
567	Penacook Riverfront Parks	165,000	165,000	0	0	0	0	0
595	Parking Meters	240,423	235,000	5,423	0	0	0	0
	Subtotal Parking	**707,111**	**695,000**	**12,111**	**0**	**0**	**0**	**0**
	Less *	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Total Parking	**707,111**	**695,000**	**12,111**	**0**	**0**	**0**	**0**

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
Airport								
75	General Airport Repairs	15,000	0	0	15,000	0	0	0
	Subtotal Airport	**15,000**	**0**	**0**	**15,000**	**0**	**0**	**0**
	Less *	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Total Airport	**15,000**	**0**	**0**	**15,000**	**0**	**0**	**0**
Golf								
235	Golf Course Grounds Improvements	65,000	65,000	0	0	0	0	0
530	Golf Course Equipment	70,000	70,000	0	0	0	0	0
	Subtotal Golf	**135,000**	**135,000**	**0**	**0**	**0**	**0**	**0**
	Less *	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Total Golf	**135,000**	**135,000**	**0**	**0**	**0**	**0**	**0**
Penacook Village TIF								
30	Hoit Road / Whitney Road Intersection Improvements	474,791	0	0	0	0	0	474,791
567	Penacook Riverfront Parks	1,082,729	1,025,000	0	0	0	0	57,729
	Subtotal Penacook Village TIF	**1,557,520**	**1,025,000**	**0**	**0**	**0**	**0**	**532,520**
	Less *	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Total Penacook Village TIF	**1,557,520**	**1,025,000**	**0**	**0**	**0**	**0**	**532,520**

FISCAL YEAR 2023
CAPITAL IMPROVEMENT PROGRAM
BUDGET LISTING BY FUNDING SOURCE

		Total	Bond	Close-out	Transfer	Donations	State Federal	Trust Other
Water								
2	Information Technology Hardware & Software Replacement	34,375	0	0	34,375	0	0	0
88	Water Plant Improvements	389,762	190,000	199,762	0	0	0	0
121	Vehicle & Equipment Replacement Program	52,000	52,000	0	0	0	0	0
124	Water System SCADA Improvements	30,000	0	0	30,000	0	0	0
244	Water Meter Replacement Program	375,000	250,000	0	125,000	0	0	0
297	Geographic Information Systems (GIS)	3,500	0	0	3,500	0	0	0
323	Combined Operations & Maintenance Facility Improvements	45,000	45,000	0	0	0	0	0
347	Water Storage Tank Repairs	50,000	50,000	0	0	0	0	0
636	Electric Vehicle (EV) Charging Stations	10,000	0	0	10,000	0	0	0
	Subtotal Water	**989,637**	**587,000**	**199,762**	**202,875**	**0**	**0**	**0**
	Less *	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Total Water	**989,637**	**587,000**	**199,762**	**202,875**	**0**	**0**	**0**

FISCAL YEAR 2023
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	34,375	0	0	34,375	0	0	0
91	Sewer Main Rehabilitation and Construction	440,000	400,000	0	40,000	0	0	0
104	Hall Street Waste Water Treatment Plant Improvements	2,815,000	2,800,000	0	15,000	0	0	0
121	Vehicle & Equipment Replacement Program	525,000	525,000	0	0	0	0	0
275	Sewer Pump Station Improvements	75,000	75,000	0	0	0	0	0
297	Geographic Information Systems (GIS)	3,500	0	0	3,500	0	0	0
323	Combined Operations & Maintenance Facility Improvements	45,000	45,000	0	0	0	0	0
466	Penacook Waste Water Treatment Plant Improvements	510,953	430,000	80,953	0	0	0	0
648	Wastewater Master Plan Update	160,000	160,000	0	0	0	0	0
	Subtotal Wastewater	**4,608,828**	**4,435,000**	**80,953**	**92,875**	**0**	**0**	**0**
	Less *	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Total Wastewater	**4,608,828**	**4,435,000**	**80,953**	**92,875**	**0**	**0**	**0**
	Subtotal	**21,345,790**	**14,217,000**	**606,270**	**840,500**	**535,500**	**1,636,000**	**3,510,520**
	Less *	**2,486,500**	**315,000**	**0**	**0**	**535,500**	**1,636,000**	**0**
	Grand Total	**18,859,290**	**13,902,000**	**606,270**	**840,500**	**0**	**0**	**3,510,520**

In subsequent Capital Improvement Program reports:

CIP #30 Hoit Road/ Whitney Road Improvements: Funding sources listed under “General” are being appropriated in the Penacook Village TIF (PVTIF) capital fund.

CIP #567 Penacook River Front Park: Impact Fees Rec. District I funding source listed under “General” is being appropriated in the PVTIF capital fund.

2023-2032
CAPITAL IMPROVEMENT
SUMMARY LISTING

Type	General	Parking	Arena	Cemetery	Golf	Airport	Water	Sewer	Solid Waste	Other	Total
Capital Close-out	313,444	12,111	0	0	0	0	199,762	80,953	0	0	606,270
Capital Outlay	0	0	0	0	0	0	0	0	0	0	0
Capital Transfer	7,424,950	70,000	0	0	0	355,534	2,271,625	836,625	20,000	0	10,978,734
Donations	5,014,000	0	0	0	0	0	0	0	0	0	5,014,000
Econ. Dev. Reserve	230,000	0	0	0	0	0	0	0	0	0	230,000
Equip Replace Reserve	298,000	0	0	0	0	0	0	0	0	0	298,000
Federal	0	0	0	0	0	0	0	0	0	13,967,900	13,967,900
G.O. Bonds	196,891,500	35,310,000	75,000	0	1,104,000	2,595,406	22,109,000	58,202,000	170,000	200,000	316,656,906
Highway Reserve	29,160,000	0	0	0	0	0	0	0	0	0	29,160,000
Impact Fees Rec Dist 1	57,729	0	0	0	0	0	0	0	0	0	57,729
Impact Fees Traf Dist 1	227,666	0	0	0	0	0	0	0	0	0	227,666
Impact Fees Traf Dist 2	17,125	0	0	0	0	0	0	0	0	0	17,125
State	0	0	0	0	0	0	0	0	0	29,547,940	29,547,940
Tax Increment Financing	0	0	0	0	0	0	0	0	0	10,410,000	10,410,000
Total	239,634,414	35,392,111	75,000	0	1,104,000	2,950,940	24,580,387	59,119,578	190,000	54,125,840	417,172,270

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General /G.O. Bonds											
4 Fire Department Vehicle Replacement	2,055,000	975,000	1,495,000	920,000	795,000	100,000	325,000	935,000	2,180,000	970,000	10,750,000
121 Vehicle & Equipment Replacement Program	905,000	1,126,000	1,184,000	1,468,000	1,452,000	1,479,000	1,602,000	1,497,000	2,269,000	1,879,000	14,861,000
63 City Wide Recreation Facility Improvements	750,000	200,000	650,000	700,000	10,000	160,000	0	0	0	0	2,470,000
65 City Hall Renovations	750,000	650,000	945,000	400,000	75,000	40,000	0	0	0	0	2,860,000
107 Golf Course Club House and Maintenance Buildings	490,000	4,500,000	0	0	0	0	0	0	100,000	0	5,090,000
235 Golf Course Grounds Improvements	325,000	335,000	360,000	390,000	0	0	0	0	0	0	1,410,000
51 White Park	280,000	0	230,000	150,000	175,000	230,000	0	70,000	10,000	0	1,145,000
567 Penacook Riverfront Parks	200,000	0	0	0	0	0	0	0	0	100,000	300,000
283 Traffic Signals and Traffic Operations Improvements	180,000	60,000	30,000	30,000	230,000	30,000	30,000	700,000	30,000	30,000	1,350,000
484 Police Station Improvements	175,000	0	200,000	225,000	250,000	250,000	0	0	0	0	1,100,000
52 Keach Park	160,000	0	0	0	230,000	0	0	155,000	500,000	0	1,045,000
60 Kiwanis (Waterfront) Park	125,000	0	250,000	400,000	970,000	300,000	0	0	0	0	2,045,000
588 Loudon Road Bridge Improvement Project	115,000 *	4,156,000	0	0	0	0	0	0	0	0	4,271,000

***Excluded from Budget Appropriation**

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
31 Broadway / West Street Intersection Improvements (McKee Square)	100,000	550,000	5,500,000	0	0	0	0	0	0	0	6,150,000
589 Downtown Corridor Streetscape Improvement Project	100,000	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	4,020,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	90,000	190,000	40,000	40,000	100,000	0	150,000	0	0	0	610,000
587 Cemetery Improvements	80,000	850,000	130,000	150,000	0	610,000	180,000	0	0	0	2,000,000
252 Fire Station Improvements	70,000	430,000	0	0	0	0	0	0	0	0	500,000
515 Golf Course Winter Recreation Improvements	40,000	0	0	0	0	0	0	0	0	0	40,000
376 Fire Department Hose & Equipment Replacement	35,000	0	0	0	0	35,000	50,000	115,000	0	0	235,000
569 Parks and Cemeteries Small Turf Equipment	35,000	135,000	80,000	25,000	30,000	25,000	80,000	40,000	40,000	0	490,000
375 Fire Department Boats	30,000	0	0	0	0	0	0	40,000	0	0	70,000
630 Police Computer Crimes Hardware and Equipment	20,000	16,000	12,000	0	0	0	0	0	0	0	48,000
55 Rolfe Park	15,000	0	0	150,000	0	185,000	0	0	300,000	0	650,000
56 Rollins Park	15,000	80,000	0	270,000	0	0	175,000	130,000	15,000	0	685,000
17 Sidewalk, Bikeway and Streetscape Improvements	0	540,000	250,000	0	250,000	0	300,000	0	0	0	1,340,000

***Excluded from Budget Appropriation**

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
18 Storrs Street Extension, North & South	0	0	0	0	0	0	0	0	0	500,000	500,000
36 Manchester Street / Route 3 South	0	300,000	125,000	0	6,900,000	0	0	0	0	0	7,325,000
43 Garvins Falls Development Area	0	0	0	0	0	0	0	0	0	3,000,000	3,000,000
57 Gustaf H. Lehtinen Park/Hero's Bridge	0	0	0	50,000	0	0	0	0	0	0	50,000
59 Terrill Park	0	3,400,000	0	0	800,000	0	60,000	0	0	0	4,260,000
64 Arena Improvements	0	20,000	100,000	150,000	1,560,000	800,000	0	0	0	0	2,630,000
68 Library	0	0	0	750,000	2,101,500	21,015,000	0	0	0	0	23,866,500
83 Storm Water Improvements	0	0	500,000	1,000,000	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,000,000
305 Fire Department Communications Equipment	0	0	0	0	700,000	0	0	0	150,000	0	850,000
335 Thermal Imaging Cameras	0	0	45,000	0	0	0	0	60,000	0	0	105,000
358 Garrison Park	0	0	70,000	0	150,000	0	0	0	0	0	220,000
359 Merrill Park	0	0	245,000	0	40,000	0	50,000	0	270,000	0	605,000
360 Kimball Park	0	0	15,000	0	0	0	265,000	80,000	0	0	360,000
368 Police Department Communications Equipment	0	0	120,000	0	80,000	0	0	0	180,000	180,000	560,000
370 Police Department Ballistic Vest Replacement Program	0	0	0	80,000	0	0	0	0	85,000	0	165,000

***Excluded from Budget Appropriation**

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
380 Neighborhood Safety Improvements	0	40,000	0	0	0	0	0	0	0	0	40,000
381 Landfill Closure and Maintenance	0	0	0	0	0	0	8,932,000	0	0	0	8,932,000
443 City-Wide Community Center	0	0	0	0	0	0	0	550,000	190,000	0	740,000
502 Whitney Road Extension	0	0	0	0	200,000	2,800,000	0	0	0	0	3,000,000
505 South Main Street Corridor Improvements	0	0	0	0	0	0	0	160,000	1,150,000	0	1,310,000
518 Bridge and Dam Maintenance / Repairs	0	250,000	0	0	0	0	0	0	0	0	250,000
519 Manchester Street/Old Turnpike Road Intersection Improvements	0	0	0	0	0	500,000	0	0	0	0	500,000
520 Intersection Safety Improvements	0	0	15,000	0	0	0	0	0	0	0	15,000
522 Patrol Rifle Replacements	0	0	15,000	0	0	0	0	0	0	0	15,000
527 Fire Department EMS Equipment Replacement	0	500,000	0	0	0	0	0	0	600,000	0	1,100,000
528 Pocket Parks	0	0	300,000	0	40,000	0	0	50,000	0	0	390,000
541 Regional Drive/Chenell Drive Intersection Improvements	0	0	300,000	1,900,000	0	0	0	0	0	0	2,200,000
543 Merrimack River Greenway Trail Project	0	0	1,100,000	0	0	0	0	0	0	0	1,100,000
551 Library Maintenance	0	300,000	50,000	300,000	250,000	275,000	100,000	0	0	0	1,275,000

***Excluded from Budget Appropriation**

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
557 Memorial Field	0	75,000	2,345,000	0	35,000	0	0	125,000	0	0	2,580,000
560 Fire Training Facility	0	0	0	0	0	500,000	0	0	0	0	500,000
561 Fire Alarm Infrastructure Replacement	0	93,000	0	20,000	0	20,000	0	20,000	0	20,000	173,000
563 Master Plan Update	0	50,000	250,000	0	0	0	0	0	0	0	300,000
571 I-393/Horseshoe Pond Drainage Improvements	0	0	0	100,000	0	0	0	0	0	0	100,000
573 Fire Department Personnel Protective Equipment	0	0	750,000	30,000	0	0	0	0	0	0	780,000
579 Downtown Squares	0	0	0	0	235,000	1,700,000	0	0	0	0	1,935,000
583 East Concord Fire Station	0	0	0	0	0	6,000,000	0	0	0	0	6,000,000
590 Downtown Civic District Sidewalk Replacement	0	0	750,000	0	0	0	0	0	0	0	750,000
591 Sidewalk Cleanliness	0	0	0	0	0	0	0	90,000	0	0	90,000
594 New Central Fire Station	0	0	0	0	14,000,000	0	0	0	0	0	14,000,000
602 Iron Works Road Bridge Replacement Project	0	0	0	0	440,000	0	0	0	0	0	440,000
611 Eastman Street Retaining Wall	0	0	0	0	0	190,000	0	0	0	0	190,000
620 Police Department Security Fencing	0	0	0	0	30,000	0	0	0	0	0	30,000
636 Electric Vehicle (EV) Charging Stations	0	0	0	0	75,000	0	0	50,000	0	0	125,000

***Excluded from Budget Appropriation**

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
643 Police Headquarters (New)	0	0	0	2,500,000	25,000,000	0	0	0	0	0	27,500,000
645 Police Department RMS/CAD Upgrade	0	0	250,000	250,000	0	0	0	0	0	0	500,000
Total General /G.O. Bonds	7,140,000	19,821,000	19,151,000	13,068,000	59,053,500	39,354,000	14,249,000	6,727,000	9,769,000	8,559,000	196,891,500
General /Capital Transfer											
575 Police Vehicle & Equipment Replacement	230,000	280,000	240,000	250,000	250,000	260,000	260,000	270,000	270,000	280,000	2,590,000
2 Information Technology Hardware & Software Replacement	202,895	247,500	187,500	183,500	166,500	187,500	220,000	214,750	217,450	225,000	2,052,595
631 Multi-Function Photocopy Machines	35,000	44,000	37,000	23,000	30,000	30,000	46,000	46,000	41,000	37,000	369,000
573 Fire Department Personnel Protective Equipment	30,355	25,000	30,000	35,000	40,000	40,000	40,000	40,000	45,000	0	325,355
376 Fire Department Hose & Equipment Replacement	18,000	30,000	0	30,000	0	0	0	0	0	0	78,000
477 Library Equipment Replacement	10,000	25,000	24,000	0	0	0	0	0	0	0	59,000
297 Geographic Information Systems (GIS)	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	31,500
302 Enterprise Wide Information Systems Applications	0	112,500	0	0	0	0	0	0	0	0	112,500
375 Fire Department Boats	0	0	0	30,000	0	0	0	0	0	0	30,000

***Excluded from Budget Appropriation**

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
521 Police Firearms Range Improvements	0	0	0	0	20,000	0	0	0	0	0	20,000
525 Telephone System Replacement Program	0	0	0	225,000	0	0	0	0	0	0	225,000
551 Library Maintenance	0	0	0	0	0	10,000	0	4,000	0	0	14,000
555 Handgun Replacement	0	0	0	0	50,000	0	0	0	0	0	50,000
599 Zoning Update	0	0	0	60,000	0	0	0	0	0	0	60,000
600 Impact Fee Ordinance Update	0	0	0	0	0	20,000	0	0	0	0	20,000
601 Design Guidelines Update	0	0	50,000	0	0	0	0	0	0	0	50,000
615 Fiber System Replacement	0	0	0	25,000	500,000	0	0	0	0	0	525,000
639 Full Measure and List	0	185,000	139,000	144,000	148,000	152,000	0	0	0	0	768,000
644 Street Tree Planting	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,000
Total General /Capital Transfer	529,750	957,500	716,000	1,014,000	1,213,000	708,000	574,500	583,250	581,950	547,000	7,424,950
General /Capital Close-out											
83 Storm Water Improvements	150,000	0	0	0	0	0	0	0	0	0	150,000
283 Traffic Signals and Traffic Operations Improvements	105,965	0	0	0	0	0	0	0	0	0	105,965
63 City Wide Recreation Facility Improvements	49,250	0	0	0	0	0	0	0	0	0	49,250
644 Street Tree Planting	4,874	0	0	0	0	0	0	0	0	0	4,874

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
2 Information Technology Hardware & Software Replacement	3,355	0	0	0	0	0	0	0	0	0	3,355
Total General /Capital Close-out	313,444	0	0	0	0	0	0	0	0	0	313,444
General /Highway Reserve											
78 Annual Highway Improvement Program	2,655,000	2,710,000	2,710,000	2,800,000	2,800,000	2,900,000	2,900,000	3,000,000	3,000,000	3,100,000	28,575,000
520 Intersection Safety Improvements	25,000	75,000	35,000	50,000	100,000	50,000	0	0	0	0	335,000
230 Opticom Replacement	0	15,000	0	20,000	0	20,000	0	20,000	0	0	75,000
518 Bridge and Dam Maintenance / Repairs	0	75,000	100,000	0	0	0	0	0	0	0	175,000
Total General /Highway Reserve	2,680,000	2,875,000	2,845,000	2,870,000	2,900,000	2,970,000	2,900,000	3,020,000	3,000,000	3,100,000	29,160,000
General /Equip Replace Reserve											
121 Vehicle & Equipment Replacement Program	298,000	0	0	0	0	0	0	0	0	0	298,000
Total General /Equip Replace Reserve	298,000	0	0	0	0	0	0	0	0	0	298,000
General /Donations											
557 Memorial Field	275,000 *	0	0	0	0	0	0	0	0	0	275,000
51 White Park	200,000 *	0	0	0	0	0	0	0	0	0	200,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
17 Sidewalk, Bikeway and Streetscape Improvements	60,500 *	0	0	0	0	0	0	0	0	0	60,500
59 Terrill Park	0	400,000	0	0	0	0	0	0	0	0	400,000
60 Kiwanis (Waterfront) Park	0	0	0	50,000	0	0	0	0	0	0	50,000
68 Library	0	0	0	0	233,500	2,335,000	0	0	0	0	2,568,500
380 Neighborhood Safety Improvements	0	25,000	0	0	0	0	0	0	0	0	25,000
443 City-Wide Community Center	0	10,000	0	0	0	0	0	0	0	0	10,000
515 Golf Course Winter Recreation Improvements	0	0	50,000	0	0	0	0	50,000	0	0	100,000
543 Merrimack River Greenway Trail Project	0	0	1,100,000	0	0	0	0	0	0	0	1,100,000
591 Sidewalk Cleanliness	0	0	0	0	0	0	0	30,000	0	0	30,000
618 Unmanned Aerial System (UAS)	0	100,000	0	0	0	0	0	0	0	0	100,000
646 Planter Box Fencing	0	95,000	0	0	0	0	0	0	0	0	95,000
Total General /Donations	535,500	630,000	1,150,000	50,000	233,500	2,335,000	0	80,000	0	0	5,014,000
General /Econ. Dev. Reserve											
30 Hoit Road / Whitney Road Intersection Improvements	230,000	0	0	0	0	0	0	0	0	0	230,000
Total General /Econ. Dev. Reserve	230,000	0	0	0	0	0	0	0	0	0	230,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Other /Tax Increment Financing											
567 Penacook Riverfront Parks	1,025,000	0	0	0	0	0	0	0	0	0	1,025,000
18 Storrs Street Extension, North & South	0	0	980,000	8,405,000	0	0	0	0	0	0	9,385,000
Total Other /Tax Increment Financing	1,025,000	0	980,000	8,405,000	0	0	0	0	0	0	10,410,000
Other /G.O. Bonds											
51 White Park	200,000 *	0	0	0	0	0	0	0	0	0	200,000
Total Other /G.O. Bonds	200,000	0	0	0	0	0	0	0	0	0	200,000
Other /Federal											
71 Runway Protection Zones: Property Acquisition	0	0	0	427,500	0	0	0	0	0	0	427,500
72 Runway Pavement Improvements	0	0	0	500,000	2,660,000	2,660,000	900,000	18,000	0	0	6,738,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	0	0	630,000	0	0	0	0	0	630,000
383 New Airport Terminal Building	0	207,000	0	543,000	0	0	0	0	0	0	750,000
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	150,000	1,000,000	0	0	0	0	0	1,150,000
471 Airport Fuel Farm	0	0	0	0	0	500,000	0	0	0	0	500,000

***Excluded from Budget Appropriation**

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	0	0	205,200	205,200	0	0	0	0	410,400
534 Tie Down Rehabilitation and Expansion	0	0	150,000	675,000	1,080,000	0	0	0	0	0	1,905,000
536 Hangar Replacement	0	0	0	0	0	0	0	477,000	0	0	477,000
572 Airport Master Plan	0	0	0	0	0	190,000	0	0	0	0	190,000
629 Police Body Worn Cameras and In-Car Video	0	470,000	80,000	80,000	80,000	80,000	0	0	0	0	790,000
Total Other /Federal	0	677,000	230,000	2,375,500	5,655,200	3,635,200	900,000	495,000	0	0	13,967,900
Other /State											
567 Penacook Riverfront Parks	500,000 *	0	0	0	0	0	0	0	0	0	500,000
588 Loudon Road Bridge Improvement Project	461,000 *	16,624,000	0	0	0	0	0	0	0	0	17,085,000
51 White Park	400,000 *	0	0	0	0	0	0	0	0	0	400,000
557 Memorial Field	275,000 *	0	0	0	0	0	0	0	0	0	275,000
71 Runway Protection Zones: Property Acquisition	0	0	0	23,750	0	0	0	0	0	0	23,750
72 Runway Pavement Improvements	0	0	0	27,778	147,778	147,778	50,000	1,000	0	0	374,334
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	0	0	35,000	0	0	0	0	0	35,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
383 New Airport Terminal Building	0	10,350	0	27,150	0	0	0	0	0	0	37,500
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	8,334	55,556	0	0	0	0	0	63,890
471 Airport Fuel Farm	0	0	0	0	0	27,778	0	0	0	0	27,778
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	0	0	11,400	11,400	0	0	0	0	22,800
534 Tie Down Rehabilitation and Expansion	0	0	8,334	37,500	60,000	0	0	0	0	0	105,834
536 Hangar Replacement	0	0	0	0	0	0	0	26,500	0	0	26,500
543 Merrimack River Greenway Trail Project	0	0	8,800,000	0	0	0	0	0	0	0	8,800,000
572 Airport Master Plan	0	0	0	0	0	10,554	0	0	0	0	10,554
602 Iron Works Road Bridge Replacement Project	0	0	0	0	1,760,000	0	0	0	0	0	1,760,000
Total Other /State	1,636,000	16,634,350	8,808,334	124,512	2,069,734	197,510	50,000	27,500	0	0	29,547,940
Parking /G.O. Bonds											
432 State Street Parking Garage (Formerly Firehouse Block)	250,000	10,385,000	0	100,000	0	0	0	1,000,000	125,000	0	11,860,000
595 Parking Meters	235,000	0	0	0	0	560,000	1,550,000	315,000	0	0	2,660,000
567 Penacook Riverfront Parks	165,000	0	0	0	0	0	0	0	0	0	165,000

***Excluded from Budget Appropriation**

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
403 Parking Division Vehicle and Equipment Replacement Program	45,000	0	0	0	55,000	0	0	60,000	0	0	160,000
433 School Street Parking Garage (Formerly Durgin Block)	0	0	0	1,100,000	0	0	0	0	0	5,200,000	6,300,000
529 Storrs Street Parking Garage (Formerly Capital Commons)	0	0	0	0	1,500,000	0	0	0	0	10,000,000	11,500,000
596 Surface Lots	0	45,000	450,000	0	0	0	745,000	0	870,000	0	2,110,000
597 Parking Beacons	0	0	0	0	0	250,000	0	0	0	0	250,000
627 Parking Strategic Plan	0	0	0	0	0	0	0	0	0	305,000	305,000
Total Parking /G.O. Bonds	695,000	10,430,000	450,000	1,200,000	1,555,000	810,000	2,295,000	1,375,000	995,000	15,505,000	35,310,000
Parking /Capital Transfer											
595 Parking Meters	0	0	0	0	15,000	0	0	0	0	0	15,000
597 Parking Beacons	0	0	0	0	0	0	5,000	5,000	5,000	5,000	20,000
616 Parking Division Technology	0	35,000	0	0	0	0	0	0	0	0	35,000
Total Parking /Capital Transfer	0	35,000	0	0	15,000	0	5,000	5,000	5,000	5,000	70,000
Parking /Capital Close-out											
403 Parking Division Vehicle and Equipment Replacement Program	6,688	0	0	0	0	0	0	0	0	0	6,688
595 Parking Meters	5,423	0	0	0	0	0	0	0	0	0	5,423

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Total Parking /Capital Close-out	12,111	0	0	0	0	0	0	0	0	0	12,111
Arena /G.O. Bonds											
64 Arena Improvements	0	0	0	0	0	0	0	0	75,000	0	75,000
Total Arena /G.O. Bonds	0	0	0	0	0	0	0	0	75,000	0	75,000
Golf /G.O. Bonds											
530 Golf Course Equipment	70,000	35,000	35,000	70,000	35,000	70,000	35,000	35,000	70,000	0	455,000
235 Golf Course Grounds Improvements	65,000	15,000	60,000	60,000	50,000	50,000	50,000	50,000	60,000	0	460,000
107 Golf Course Club House and Maintenance Buildings	0	11,000	60,000	25,000	11,000	35,000	35,000	12,000	0	0	189,000
Total Golf /G.O. Bonds	135,000	61,000	155,000	155,000	96,000	155,000	120,000	97,000	130,000	0	1,104,000
Airport /G.O. Bonds											
72 Runway Pavement Improvements	0	0	0	0	147,778	147,778	50,000	0	0	0	345,556
75 General Airport Repairs	0	200,000	0	0	0	0	0	0	0	0	200,000
383 New Airport Terminal Building	0	0	0	1,729,850	0	0	0	0	0	0	1,729,850
514 Airport Parking Lot Improvements	0	0	0	0	0	0	0	0	160,000	160,000	320,000
Total Airport /G.O. Bonds	0	200,000	0	1,729,850	147,778	147,778	50,000	0	160,000	160,000	2,595,406

***Excluded from Budget Appropriation**

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Airport /Capital Transfer											
75 General Airport Repairs	15,000	0	10,000	10,000	10,000	0	0	0	0	0	45,000
71 Runway Protection Zones: Property Acquisition	0	0	0	23,750	0	0	0	0	0	0	23,750
72 Runway Pavement Improvements	0	0	0	27,778	0	0	0	1,000	0	0	28,778
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	0	0	0	0	35,000	0	0	0	0	0	35,000
383 New Airport Terminal Building	0	12,650	0	0	0	0	0	0	0	0	12,650
468 Reconstruct Taxiway A & Itinerant Ramp	0	0	0	8,334	8,556	0	0	0	0	0	16,890
471 Airport Fuel Farm	0	0	0	0	0	27,778	0	0	0	0	27,778
492 Runway Protection Zone (RPZ) Obstruction Removal	0	0	0	0	11,400	11,400	0	0	0	0	22,800
534 Tie Down Rehabilitation and Expansion	0	0	8,334	37,500	60,000	0	0	0	0	0	105,834
536 Hangar Replacement	0	0	0	0	0	0	0	26,500	0	0	26,500
572 Airport Master Plan	0	0	0	0	0	10,554	0	0	0	0	10,554
Total Airport /Capital Transfer	15,000	12,650	18,334	107,362	124,956	49,732	0	27,500	0	0	355,534

***Excluded from Budget Appropriation**

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Water /G.O. Bonds											
244 Water Meter Replacement Program	250,000	250,000	250,000	250,000	275,000	275,000	275,000	275,000	275,000	275,000	2,650,000
88 Water Plant Improvements	190,000	75,000	80,000	100,000	400,000	400,000	0	950,000	1,025,000	120,000	3,340,000
121 Vehicle & Equipment Replacement Program	52,000	75,000	135,000	60,000	60,000	220,000	252,000	82,000	412,000	196,000	1,544,000
347 Water Storage Tank Repairs	50,000	75,000	40,000	50,000	55,000	55,000	80,000	0	50,000	60,000	515,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	45,000	95,000	20,000	20,000	50,000	0	25,000	0	0	0	255,000
36 Manchester Street / Route 3 South	0	0	0	0	140,000	0	0	0	0	0	140,000
43 Garvins Falls Development Area	0	0	0	0	0	0	0	0	0	875,000	875,000
84 Water Main Cleaning & Lining	0	0	575,000	260,000	0	575,000	0	0	1,040,000	0	2,450,000
85 Water Main Replacement	0	0	0	0	0	0	0	0	3,000,000	4,000,000	7,000,000
86 Water Main Construction	0	0	1,000,000	0	0	0	0	0	0	0	1,000,000
114 Penacook Lake Dam and Spillway Rehabilitation	0	250,000	0	0	0	0	0	0	0	0	250,000
345 Water Supply Well Field Maintenance	0	0	0	0	0	0	150,000	0	0	0	150,000
372 Water System Pump Station Improvements	0	0	180,000	1,020,000	0	0	0	0	0	550,000	1,750,000

***Excluded from Budget Appropriation**

CITY OF CONCORD, NEW HAMPSHIRE

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
482 Water System Asset Management	0	0	90,000	0	0	0	0	0	0	0	90,000
636 Electric Vehicle (EV) Charging Stations	0	75,000	0	0	0	25,000	0	0	0	0	100,000
Total Water /G.O. Bonds	587,000	895,000	2,370,000	1,760,000	980,000	1,550,000	782,000	1,307,000	5,802,000	6,076,000	22,109,000
Water /Capital Transfer											
244 Water Meter Replacement Program	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,250,000
2 Information Technology Hardware & Software Replacement	34,375	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	37,500	283,875
124 Water System SCADA Improvements	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
636 Electric Vehicle (EV) Charging Stations	10,000	0	0	0	0	0	0	0	0	0	10,000
297 Geographic Information Systems (GIS)	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	31,500
84 Water Main Cleaning & Lining	0	0	0	0	0	0	0	0	0	40,000	40,000
86 Water Main Construction	0	10,000	0	0	0	0	0	0	0	0	10,000
302 Enterprise Wide Information Systems Applications	0	18,750	0	0	0	0	0	0	0	0	18,750
321 Water System Master Plan & Implementation	0	0	0	0	80,000	40,000	90,000	0	0	70,000	280,000
451 Leak Detection	0	0	0	10,000	0	0	0	0	0	0	10,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
525 Telephone System Replacement Program	0	0	0	37,500	0	0	0	0	0	0	37,500
Total Water /Capital Transfer	202,875	228,500	189,750	223,250	266,250	229,750	273,500	177,625	177,625	302,500	2,271,625
Water /Capital Close-out											
88 Water Plant Improvements	199,762	0	0	0	0	0	0	0	0	0	199,762
Total Water /Capital Close-out	199,762	0	0	0	0	0	0	0	0	0	199,762
Sewer /G.O. Bonds											
104 Hall Street Waste Water Treatment Plant Improvements	2,800,000	800,000	1,725,000	6,000,000	5,900,000	2,550,000	3,250,000	2,800,000	2,010,000	2,750,000	30,585,000
121 Vehicle & Equipment Replacement Program	525,000	485,000	95,000	185,000	200,000	160,000	255,000	327,000	257,000	343,000	2,832,000
466 Penacook Waste Water Treatment Plant Improvements	430,000	310,000	1,317,500	147,500	2,720,000	225,000	600,000	520,000	300,000	0	6,570,000
91 Sewer Main Rehabilitation and Construction	400,000	0	115,000	0	0	550,000	0	0	0	4,000,000	5,065,000
648 Wastewater Master Plan Update	160,000	0	0	0	0	0	0	0	0	0	160,000
275 Sewer Pump Station Improvements	75,000	450,000	1,105,000	450,000	250,000	500,000	0	0	0	0	2,830,000
323 Combined Operations & Maintenance Facility (COMF) Improvements	45,000	95,000	20,000	20,000	50,000	0	25,000	0	0	0	255,000

***Excluded from Budget Appropriation**

2023-2032
CAPITAL IMPROVEMENT
PROJECT BY FUNDING SOURCE

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
36 Manchester Street / Route 3 South	0	0	0	300,000	0	0	0	0	0	0	300,000
43 Garvins Falls Development Area	0	0	0	0	0	0	0	0	0	1,275,000	1,275,000
89 Hall Street Waste Water Treatment Plant Odor Control	0	0	0	0	0	450,000	7,100,000	0	100,000	0	7,650,000
410 Sewer Video Inspection Equipment	0	0	0	0	0	0	0	0	0	80,000	80,000
502 Whitney Road Extension	0	0	0	0	0	525,000	0	0	0	0	525,000
636 Electric Vehicle (EV) Charging Stations	0	0	75,000	0	0	0	0	0	0	0	75,000
Total Sewer /G.O. Bonds	4,435,000	2,140,000	4,452,500	7,102,500	9,120,000	4,960,000	11,230,000	3,647,000	2,667,000	8,448,000	58,202,000
Sewer /Capital Transfer											
91 Sewer Main Rehabilitation and Construction	40,000	50,000	40,000	40,000	40,000	40,000	40,000	40,000	80,000	0	410,000
2 Information Technology Hardware & Software Replacement	34,375	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	37,500	283,875
104 Hall Street Waste Water Treatment Plant Improvements	15,000	0	0	0	0	0	0	0	0	0	15,000
297 Geographic Information Systems (GIS)	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	31,500

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
302 Enterprise Wide Information Systems Applications	0	18,750	0	0	0	0	0	0	0	0	18,750
410 Sewer Video Inspection Equipment	0	0	0	0	20,000	0	0	0	0	0	20,000
466 Penacook Waste Water Treatment Plant Improvements	0	0	0	0	0	20,000	0	0	0	0	20,000
525 Telephone System Replacement Program	0	0	0	37,500	0	0	0	0	0	0	37,500
Total Sewer /Capital Transfer	92,875	113,500	74,750	98,250	91,250	94,750	68,500	62,625	102,625	37,500	836,625
Sewer /Capital Close-out											
466 Penacook Waste Water Treatment Plant Improvements	80,953	0	0	0	0	0	0	0	0	0	80,953
Total Sewer /Capital Close-out	80,953	0	0	0	0	0	0	0	0	0	80,953
Solid Waste /Capital Transfer											
447 Landfill Soil Vapor Extraction Systems	0	0	0	0	0	0	10,000	10,000	0	0	20,000
Total Solid Waste /Capital Transfer	0	0	0	0	0	0	10,000	10,000	0	0	20,000
Solid Waste /G.O. Bonds											
447 Landfill Soil Vapor Extraction Systems	0	0	0	0	0	125,000	45,000	0	0	0	170,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Total Solid Waste /G.O. Bonds	0	0	0	0	0	125,000	45,000	0	0	0	170,000
General /Impact Fees Rec Dist 1											
567 Penacook Riverfront Parks	57,729	0	0	0	0	0	0	0	0	0	57,729
Total General /Impact Fees Rec Dist 1	57,729	0	0	0	0	0	0	0	0	0	57,729
General /Impact Fees Traf Dist 1											
30 Hoit Road / Whitney Road Intersection Improvements	227,666	0	0	0	0	0	0	0	0	0	227,666
Total General /Impact Fees Traf Dist 1	227,666	0	0	0	0	0	0	0	0	0	227,666
General /Impact Fees Traf Dist 2											
30 Hoit Road / Whitney Road Intersection Improvements	17,125	0	0	0	0	0	0	0	0	0	17,125
Total General /Impact Fees Traf Dist 2	17,125	0	0	0	0	0	0	0	0	0	17,125
Grand Total	21,345,790	55,710,500	41,590,668	40,283,224	83,521,168	57,321,720	33,552,500	17,641,500	23,465,200	42,740,000	417,172,270

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Airport											
71 Runway Protection Zones: Property Acquisition											
Airport Capital Transfer	0	0	0	23,750	0	0	0	0	0	0	23,750
Other Federal	0	0	0	427,500	0	0	0	0	0	0	427,500
Other State	0	0	0	23,750	0	0	0	0	0	0	23,750
Subtotal	0	0	0	475,000	0	0	0	0	0	0	475,000
72 Runway Pavement Improvements											
Airport Capital Transfer	0	0	0	27,778	0	0	0	1,000	0	0	28,778
Airport G.O. Bonds	0	0	0	0	147,778	147,778	50,000	0	0	0	345,556
Other Federal	0	0	0	500,000	2,660,000	2,660,000	900,000	18,000	0	0	6,738,000
Other State	0	0	0	27,778	147,778	147,778	50,000	1,000	0	0	374,334
Subtotal	0	0	0	555,556	2,955,556	2,955,556	1,000,000	20,000	0	0	7,486,668
75 General Airport Repairs											
Airport Capital Transfer	15,000	0	10,000	10,000	10,000	0	0	0	0	0	45,000
Airport G.O. Bonds	0	200,000	0	0	0	0	0	0	0	0	200,000
Subtotal	15,000	200,000	10,000	10,000	10,000	0	0	0	0	0	245,000
77 Airport Snow Removal Equipment (SRE) & Equipment Storage Facility											
Airport Capital Transfer	0	0	0	0	35,000	0	0	0	0	0	35,000
Other Federal	0	0	0	0	630,000	0	0	0	0	0	630,000
Other State	0	0	0	0	35,000	0	0	0	0	0	35,000
Subtotal	0	0	0	0	700,000	0	0	0	0	0	700,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
383 New Airport Terminal Building											
Airport Capital Transfer	0	12,650	0	0	0	0	0	0	0	0	12,650
Airport G.O. Bonds	0	0	0	1,729,850	0	0	0	0	0	0	1,729,850
Other Federal	0	207,000	0	543,000	0	0	0	0	0	0	750,000
Other State	0	10,350	0	27,150	0	0	0	0	0	0	37,500
Subtotal	0	230,000	0	2,300,000	0	0	0	0	0	0	2,530,000
468 Reconstruct Taxiway A & Itinerant Ramp											
Airport Capital Transfer	0	0	0	8,334	8,556	0	0	0	0	0	16,890
Other Federal	0	0	0	150,000	1,000,000	0	0	0	0	0	1,150,000
Other State	0	0	0	8,334	55,556	0	0	0	0	0	63,890
Subtotal	0	0	0	166,668	1,064,112	0	0	0	0	0	1,230,780
471 Airport Fuel Farm											
Airport Capital Transfer	0	0	0	0	0	27,778	0	0	0	0	27,778
Other Federal	0	0	0	0	0	500,000	0	0	0	0	500,000
Other State	0	0	0	0	0	27,778	0	0	0	0	27,778
Subtotal	0	0	0	0	0	555,556	0	0	0	0	555,556
492 Runway Protection Zone (RPZ) Obstruction Removal											
Airport Capital Transfer	0	0	0	0	11,400	11,400	0	0	0	0	22,800
Other Federal	0	0	0	0	205,200	205,200	0	0	0	0	410,400
Other State	0	0	0	0	11,400	11,400	0	0	0	0	22,800
Subtotal	0	0	0	0	228,000	228,000	0	0	0	0	456,000
514 Airport Parking Lot Improvements											
Airport G.O. Bonds	0	0	0	0	0	0	0	0	160,000	160,000	320,000
Subtotal	0	0	0	0	0	0	0	0	160,000	160,000	320,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
534 Tie Down Rehabilitation and Expansion											
Airport Capital Transfer	0	0	8,334	37,500	60,000	0	0	0	0	0	105,834
Other Federal	0	0	150,000	675,000	1,080,000	0	0	0	0	0	1,905,000
Other State	0	0	8,334	37,500	60,000	0	0	0	0	0	105,834
Subtotal	0	0	166,668	750,000	1,200,000	0	0	0	0	0	2,116,668
536 Hangar Replacement											
Airport Capital Transfer	0	0	0	0	0	0	0	26,500	0	0	26,500
Other Federal	0	0	0	0	0	0	0	477,000	0	0	477,000
Other State	0	0	0	0	0	0	0	26,500	0	0	26,500
Subtotal	0	0	0	0	0	0	0	530,000	0	0	530,000
572 Airport Master Plan											
Airport Capital Transfer	0	0	0	0	0	10,554	0	0	0	0	10,554
Other Federal	0	0	0	0	0	190,000	0	0	0	0	190,000
Other State	0	0	0	0	0	10,554	0	0	0	0	10,554
Subtotal	0	0	0	0	0	211,108	0	0	0	0	211,108
Total Airport	15,000	430,000	176,668	4,257,224	6,157,668	3,950,220	1,000,000	550,000	160,000	160,000	16,856,780
Arena											
64 Arena Improvements											
Arena G.O. Bonds	0	0	0	0	0	0	0	0	75,000	0	75,000
General G.O. Bonds	0	20,000	100,000	150,000	1,560,000	800,000	0	0	0	0	2,630,000
Subtotal	0	20,000	100,000	150,000	1,560,000	800,000	0	0	75,000	0	2,705,000
Total Arena	0	20,000	100,000	150,000	1,560,000	800,000	0	0	75,000	0	2,705,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Bridges											
518 Bridge and Dam Maintenance / Repairs											
General G.O. Bonds	0	250,000	0	0	0	0	0	0	0	0	250,000
General Highway Reserve	0	75,000	100,000	0	0	0	0	0	0	0	175,000
Subtotal	0	325,000	100,000	0	0	0	0	0	0	0	425,000
588 Loudon Road Bridge Improvement Project											
General G.O. Bonds	115,000 *	4,156,000	0	0	0	0	0	0	0	0	4,271,000
Other State	461,000 *	16,624,000	0	0	0	0	0	0	0	0	17,085,000
Subtotal	576,000	20,780,000	0	0	0	0	0	0	0	0	21,356,000
602 Iron Works Road Bridge Replacement Project											
General G.O. Bonds	0	0	0	0	440,000	0	0	0	0	0	440,000
Other State	0	0	0	0	1,760,000	0	0	0	0	0	1,760,000
Subtotal	0	0	0	0	2,200,000	0	0	0	0	0	2,200,000
Total Bridges	576,000	21,105,000	100,000	0	2,200,000	0	0	0	0	0	23,981,000
Cemeteries											
587 Cemetery Improvements											
General G.O. Bonds	80,000	850,000	130,000	150,000	0	610,000	180,000	0	0	0	2,000,000
Subtotal	80,000	850,000	130,000	150,000	0	610,000	180,000	0	0	0	2,000,000
Total Cemeteries	80,000	850,000	130,000	150,000	0	610,000	180,000	0	0	0	2,000,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Community Planning/Implementation											
563 Master Plan Update											
General G.O. Bonds	0	50,000	250,000	0	0	0	0	0	0	0	300,000
Subtotal	0	50,000	250,000	0	0	0	0	0	0	0	300,000
599 Zoning Update											
General Capital Transfer	0	0	0	60,000	0	0	0	0	0	0	60,000
Subtotal	0	0	0	60,000	0	0	0	0	0	0	60,000
600 Impact Fee Ordinance Update											
General Capital Transfer	0	0	0	0	0	20,000	0	0	0	0	20,000
Subtotal	0	0	0	0	0	20,000	0	0	0	0	20,000
601 Design Guidelines Update											
General Capital Transfer	0	0	50,000	0	0	0	0	0	0	0	50,000
Subtotal	0	0	50,000	0	0	0	0	0	0	0	50,000
Total Community Planning/Implementation	0	50,000	300,000	60,000	0	20,000	0	0	0	0	430,000
Downtown											
579 Downtown Squares											
General G.O. Bonds	0	0	0	0	235,000	1,700,000	0	0	0	0	1,935,000
Subtotal	0	0	0	0	235,000	1,700,000	0	0	0	0	1,935,000
589 Downtown Corridor Streetscape Improvement Project											
General G.O. Bonds	100,000	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	4,020,000
Subtotal	100,000	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	4,020,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
590 Downtown Civic District Sidewalk Replacement											
General G.O. Bonds	0	0	750,000	0	0	0	0	0	0	0	750,000
Subtotal	0	0	750,000	0	0	0	0	0	0	0	750,000
644 Street Tree Planting											
General Capital Close-out	4,874	0	0	0	0	0	0	0	0	0	4,874
General Capital Transfer	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,000
Subtotal	4,874	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	49,874
Total Downtown	104,874	5,000	1,205,000	625,000	1,090,000	2,315,000	455,000	365,000	205,000	385,000	6,754,874
Economic Development											
43 Garvins Falls Development Area											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	3,000,000	3,000,000
Sewer G.O. Bonds	0	0	0	0	0	0	0	0	0	1,275,000	1,275,000
Water G.O. Bonds	0	0	0	0	0	0	0	0	0	875,000	875,000
Subtotal	0	0	0	0	0	0	0	0	0	5,150,000	5,150,000
639 Full Measure and List											
General Capital Transfer	0	185,000	139,000	144,000	148,000	152,000	0	0	0	0	768,000
Subtotal	0	185,000	139,000	144,000	148,000	152,000	0	0	0	0	768,000
Total Economic Development	0	185,000	139,000	144,000	148,000	152,000	0	0	0	5,150,000	5,918,000
Fire Vehicles											
4 Fire Department Vehicle Replacement											
General G.O. Bonds	2,055,000	975,000	1,495,000	920,000	795,000	100,000	325,000	935,000	2,180,000	970,000	10,750,000
Subtotal	2,055,000	975,000	1,495,000	920,000	795,000	100,000	325,000	935,000	2,180,000	970,000	10,750,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
375 Fire Department Boats											
General Capital Transfer	0	0	0	30,000	0	0	0	0	0	0	30,000
General G.O. Bonds	30,000	0	0	0	0	0	0	40,000	0	0	70,000
Subtotal	30,000	0	0	30,000	0	0	0	40,000	0	0	100,000
Total Fire Vehicles	2,085,000	975,000	1,495,000	950,000	795,000	100,000	325,000	975,000	2,180,000	970,000	10,850,000
Golf											
107 Golf Course Club House and Maintenance Buildings											
General G.O. Bonds	490,000	4,500,000	0	0	0	0	0	0	100,000	0	5,090,000
Golf G.O. Bonds	0	11,000	60,000	25,000	11,000	35,000	35,000	12,000	0	0	189,000
Subtotal	490,000	4,511,000	60,000	25,000	11,000	35,000	35,000	12,000	100,000	0	5,279,000
235 Golf Course Grounds Improvements											
General G.O. Bonds	325,000	335,000	360,000	390,000	0	0	0	0	0	0	1,410,000
Golf G.O. Bonds	65,000	15,000	60,000	60,000	50,000	50,000	50,000	50,000	60,000	0	460,000
Subtotal	390,000	350,000	420,000	450,000	50,000	50,000	50,000	50,000	60,000	0	1,870,000
530 Golf Course Equipment											
Golf G.O. Bonds	70,000	35,000	35,000	70,000	35,000	70,000	35,000	35,000	70,000	0	455,000
Subtotal	70,000	35,000	35,000	70,000	35,000	70,000	35,000	35,000	70,000	0	455,000
Total Golf	950,000	4,896,000	515,000	545,000	96,000	155,000	120,000	97,000	230,000	0	7,604,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
GSD Vehicles											
121 Vehicle & Equipment Replacement Program											
General Equip Replace Reserve	298,000	0	0	0	0	0	0	0	0	0	298,000
General G.O. Bonds	905,000	1,126,000	1,184,000	1,468,000	1,452,000	1,479,000	1,602,000	1,497,000	2,269,000	1,879,000	14,861,000
Sewer G.O. Bonds	525,000	485,000	95,000	185,000	200,000	160,000	255,000	327,000	257,000	343,000	2,832,000
Water G.O. Bonds	52,000	75,000	135,000	60,000	60,000	220,000	252,000	82,000	412,000	196,000	1,544,000
Subtotal	1,780,000	1,686,000	1,414,000	1,713,000	1,712,000	1,859,000	2,109,000	1,906,000	2,938,000	2,418,000	19,535,000
Total GSD Vehicles	1,780,000	1,686,000	1,414,000	1,713,000	1,712,000	1,859,000	2,109,000	1,906,000	2,938,000	2,418,000	19,535,000
Information Technology & Communications											
2 Information Technology Hardware & Software Replacement											
General Capital Close-out	3,355	0	0	0	0	0	0	0	0	0	3,355
General Capital Transfer	202,895	247,500	187,500	183,500	166,500	187,500	220,000	214,750	217,450	225,000	2,052,595
Sewer Capital Transfer	34,375	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	37,500	283,875
Water Capital Transfer	34,375	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	37,500	283,875
Subtotal	275,000	330,000	250,000	218,000	222,000	250,000	270,000	253,000	255,700	300,000	2,623,700
297 Geographic Information Systems (GIS)											
General Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	31,500
Sewer Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	31,500
Water Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	31,500
Subtotal	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	0	94,500

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
302 Enterprise Wide Information Systems Applications											
General Capital Transfer	0	112,500	0	0	0	0	0	0	0	0	112,500
Sewer Capital Transfer	0	18,750	0	0	0	0	0	0	0	0	18,750
Water Capital Transfer	0	18,750	0	0	0	0	0	0	0	0	18,750
Subtotal	0	150,000	0	0	0	0	0	0	0	0	150,000
477 Library Equipment Replacement											
General Capital Transfer	10,000	25,000	24,000	0	0	0	0	0	0	0	59,000
Subtotal	10,000	25,000	24,000	0	0	0	0	0	0	0	59,000
525 Telephone System Replacement Program											
General Capital Transfer	0	0	0	225,000	0	0	0	0	0	0	225,000
Sewer Capital Transfer	0	0	0	37,500	0	0	0	0	0	0	37,500
Water Capital Transfer	0	0	0	37,500	0	0	0	0	0	0	37,500
Subtotal	0	0	0	300,000	0	0	0	0	0	0	300,000
615 Fiber System Replacement											
General Capital Transfer	0	0	0	25,000	500,000	0	0	0	0	0	525,000
Subtotal	0	0	0	25,000	500,000	0	0	0	0	0	525,000
631 Multi-Function Photocopy Machines											
General Capital Transfer	35,000	44,000	37,000	23,000	30,000	30,000	46,000	46,000	41,000	37,000	369,000
Subtotal	35,000	44,000	37,000	23,000	30,000	30,000	46,000	46,000	41,000	37,000	369,000
Total Information Technology & Communications	330,500	559,500	321,500	576,500	762,500	290,500	326,500	309,500	307,200	337,000	4,121,200

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Intersections											
30 Hoit Road / Whitney Road Intersection Improvements											
General Econ. Dev. Reserve	230,000	0	0	0	0	0	0	0	0	0	230,000
General Impact Fees Traf Dist 1	227,666	0	0	0	0	0	0	0	0	0	227,666
General Impact Fees Traf Dist 2	17,125	0	0	0	0	0	0	0	0	0	17,125
Subtotal	474,791	0	0	0	0	0	0	0	0	0	474,791
31 Broadway / West Street Intersection Improvements (McKee Square)											
General G.O. Bonds	100,000	550,000	5,500,000	0	0	0	0	0	0	0	6,150,000
Subtotal	100,000	550,000	5,500,000	0	0	0	0	0	0	0	6,150,000
283 Traffic Signals and Traffic Operations Improvements											
General Capital Close-out	105,965	0	0	0	0	0	0	0	0	0	105,965
General G.O. Bonds	180,000	60,000	30,000	30,000	230,000	30,000	30,000	700,000	30,000	30,000	1,350,000
Subtotal	285,965	60,000	30,000	30,000	230,000	30,000	30,000	700,000	30,000	30,000	1,455,965
519 Manchester Street/Old Turnpike Road Intersection Improvements											
General G.O. Bonds	0	0	0	0	0	500,000	0	0	0	0	500,000
Subtotal	0	0	0	0	0	500,000	0	0	0	0	500,000
520 Intersection Safety Improvements											
General G.O. Bonds	0	0	15,000	0	0	0	0	0	0	0	15,000
General Highway Reserve	25,000	75,000	35,000	50,000	100,000	50,000	0	0	0	0	335,000
Subtotal	25,000	75,000	50,000	50,000	100,000	50,000	0	0	0	0	350,000
541 Regional Drive/Chenell Drive Intersection Improvements											
General G.O. Bonds	0	0	300,000	1,900,000	0	0	0	0	0	0	2,200,000
Subtotal	0	0	300,000	1,900,000	0	0	0	0	0	0	2,200,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Total Intersections	885,756	685,000	5,880,000	1,980,000	330,000	580,000	30,000	700,000	30,000	30,000	11,130,756
Other Vehicles											
569 Parks and Cemeteries Small Turf Equipment											
General G.O. Bonds	35,000	135,000	80,000	25,000	30,000	25,000	80,000	40,000	40,000	0	490,000
Subtotal	35,000	135,000	80,000	25,000	30,000	25,000	80,000	40,000	40,000	0	490,000
575 Police Vehicle & Equipment Replacement											
General Capital Transfer	230,000	280,000	240,000	250,000	250,000	260,000	260,000	270,000	270,000	280,000	2,590,000
Subtotal	230,000	280,000	240,000	250,000	250,000	260,000	260,000	270,000	270,000	280,000	2,590,000
Total Other Vehicles	265,000	415,000	320,000	275,000	280,000	285,000	340,000	310,000	310,000	280,000	3,080,000
Parking											
403 Parking Division Vehicle and Equipment Replacement Program											
Parking Capital Close-out	6,688	0	0	0	0	0	0	0	0	0	6,688
Parking G.O. Bonds	45,000	0	0	0	55,000	0	0	60,000	0	0	160,000
Subtotal	51,688	0	0	0	55,000	0	0	60,000	0	0	166,688
432 State Street Parking Garage (Formerly Firehouse Block)											
Parking G.O. Bonds	250,000	10,385,000	0	100,000	0	0	0	1,000,000	125,000	0	11,860,000
Subtotal	250,000	10,385,000	0	100,000	0	0	0	1,000,000	125,000	0	11,860,000
433 School Street Parking Garage (Formerly Durgin Block)											
Parking G.O. Bonds	0	0	0	1,100,000	0	0	0	0	0	5,200,000	6,300,000
Subtotal	0	0	0	1,100,000	0	0	0	0	0	5,200,000	6,300,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
529 Storrs Street Parking Garage (Formerly Capital Commons)											
Parking G.O. Bonds	0	0	0	0	1,500,000	0	0	0	0	10,000,000	11,500,000
Subtotal	0	0	0	0	1,500,000	0	0	0	0	10,000,000	11,500,000
595 Parking Meters											
Parking Capital Close-out	5,423	0	0	0	0	0	0	0	0	0	5,423
Parking Capital Transfer	0	0	0	0	15,000	0	0	0	0	0	15,000
Parking G.O. Bonds	235,000	0	0	0	0	560,000	1,550,000	315,000	0	0	2,660,000
Subtotal	240,423	0	0	0	15,000	560,000	1,550,000	315,000	0	0	2,680,423
596 Surface Lots											
Parking G.O. Bonds	0	45,000	450,000	0	0	0	745,000	0	870,000	0	2,110,000
Subtotal	0	45,000	450,000	0	0	0	745,000	0	870,000	0	2,110,000
597 Parking Beacons											
Parking Capital Transfer	0	0	0	0	0	0	5,000	5,000	5,000	5,000	20,000
Parking G.O. Bonds	0	0	0	0	0	250,000	0	0	0	0	250,000
Subtotal	0	0	0	0	0	250,000	5,000	5,000	5,000	5,000	270,000
616 Parking Division Technology											
Parking Capital Transfer	0	35,000	0	0	0	0	0	0	0	0	35,000
Subtotal	0	35,000	0	0	0	0	0	0	0	0	35,000
627 Parking Strategic Plan											
Parking G.O. Bonds	0	0	0	0	0	0	0	0	0	305,000	305,000
Subtotal	0	0	0	0	0	0	0	0	0	305,000	305,000
Total Parking	542,111	10,465,000	450,000	1,200,000	1,570,000	810,000	2,300,000	1,380,000	1,000,000	15,510,000	35,227,111

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Parks and Open Space											
51 White Park											
General Donations	200,000 *	0	0	0	0	0	0	0	0	0	200,000
General G.O. Bonds	280,000	0	230,000	150,000	175,000	230,000	0	70,000	10,000	0	1,145,000
Other G.O. Bonds	200,000 *	0	0	0	0	0	0	0	0	0	200,000
Other State	400,000 *	0	0	0	0	0	0	0	0	0	400,000
Subtotal	1,080,000	0	230,000	150,000	175,000	230,000	0	70,000	10,000	0	1,945,000
52 Keach Park											
General G.O. Bonds	160,000	0	0	0	230,000	0	0	155,000	500,000	0	1,045,000
Subtotal	160,000	0	0	0	230,000	0	0	155,000	500,000	0	1,045,000
55 Rolfe Park											
General G.O. Bonds	15,000	0	0	150,000	0	185,000	0	0	300,000	0	650,000
Subtotal	15,000	0	0	150,000	0	185,000	0	0	300,000	0	650,000
56 Rollins Park											
General G.O. Bonds	15,000	80,000	0	270,000	0	0	175,000	130,000	15,000	0	685,000
Subtotal	15,000	80,000	0	270,000	0	0	175,000	130,000	15,000	0	685,000
57 Gustaf H. Lehtinen Park/Hero's Bridge											
General G.O. Bonds	0	0	0	50,000	0	0	0	0	0	0	50,000
Subtotal	0	0	0	50,000	0	0	0	0	0	0	50,000
59 Terrill Park											
General Donations	0	400,000	0	0	0	0	0	0	0	0	400,000
General G.O. Bonds	0	3,400,000	0	0	800,000	0	60,000	0	0	0	4,260,000
Subtotal	0	3,800,000	0	0	800,000	0	60,000	0	0	0	4,660,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
60 Kiwanis (Waterfront) Park											
General Donations	0	0	0	50,000	0	0	0	0	0	0	50,000
General G.O. Bonds	125,000	0	250,000	400,000	970,000	300,000	0	0	0	0	2,045,000
Subtotal	125,000	0	250,000	450,000	970,000	300,000	0	0	0	0	2,095,000
358 Garrison Park											
General G.O. Bonds	0	0	70,000	0	150,000	0	0	0	0	0	220,000
Subtotal	0	0	70,000	0	150,000	0	0	0	0	0	220,000
359 Merrill Park											
General G.O. Bonds	0	0	245,000	0	40,000	0	50,000	0	270,000	0	605,000
Subtotal	0	0	245,000	0	40,000	0	50,000	0	270,000	0	605,000
360 Kimball Park											
General G.O. Bonds	0	0	15,000	0	0	0	265,000	80,000	0	0	360,000
Subtotal	0	0	15,000	0	0	0	265,000	80,000	0	0	360,000
515 Golf Course Winter Recreation Improvements											
General Donations	0	0	50,000	0	0	0	0	50,000	0	0	100,000
General G.O. Bonds	40,000	0	0	0	0	0	0	0	0	0	40,000
Subtotal	40,000	0	50,000	0	0	0	0	50,000	0	0	140,000
528 Pocket Parks											
General G.O. Bonds	0	0	300,000	0	40,000	0	0	50,000	0	0	390,000
Subtotal	0	0	300,000	0	40,000	0	0	50,000	0	0	390,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
557 Memorial Field											
General Donations	275,000 *	0	0	0	0	0	0	0	0	0	275,000
General G.O. Bonds	0	75,000	2,345,000	0	35,000	0	0	125,000	0	0	2,580,000
Other State	275,000 *	0	0	0	0	0	0	0	0	0	275,000
Subtotal	550,000	75,000	2,345,000	0	35,000	0	0	125,000	0	0	3,130,000
567 Penacook Riverfront Parks											
General G.O. Bonds	200,000	0	0	0	0	0	0	0	0	100,000	300,000
General Impact Fees Rec Dist 1	57,729	0	0	0	0	0	0	0	0	0	57,729
Other State	500,000 *	0	0	0	0	0	0	0	0	0	500,000
Other Tax Increment Financing	1,025,000	0	0	0	0	0	0	0	0	0	1,025,000
Parking G.O. Bonds	165,000	0	0	0	0	0	0	0	0	0	165,000
Subtotal	1,947,729	0	0	0	0	0	0	0	0	100,000	2,047,729
Total Parks and Open Space	3,932,729	3,955,000	3,505,000	1,070,000	2,440,000	715,000	550,000	660,000	1,095,000	100,000	18,022,729
Public Buildings											
63 City Wide Recreation Facility Improvements											
General Capital Close-out	49,250	0	0	0	0	0	0	0	0	0	49,250
General G.O. Bonds	750,000	200,000	650,000	700,000	10,000	160,000	0	0	0	0	2,470,000
Subtotal	799,250	200,000	650,000	700,000	10,000	160,000	0	0	0	0	2,519,250
65 City Hall Renovations											
General G.O. Bonds	750,000	650,000	945,000	400,000	75,000	40,000	0	0	0	0	2,860,000
Subtotal	750,000	650,000	945,000	400,000	75,000	40,000	0	0	0	0	2,860,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
68 Library											
General Donations	0	0	0	0	233,500	2,335,000	0	0	0	0	2,568,500
General G.O. Bonds	0	0	0	750,000	2,101,500	21,015,000	0	0	0	0	23,866,500
Subtotal	0	0	0	750,000	2,335,000	23,350,000	0	0	0	0	26,435,000
252 Fire Station Improvements											
General G.O. Bonds	70,000	430,000	0	0	0	0	0	0	0	0	500,000
Subtotal	70,000	430,000	0	0	0	0	0	0	0	0	500,000
323 Combined Operations & Maintenance Facility (COMF) Improvements											
General G.O. Bonds	90,000	190,000	40,000	40,000	100,000	0	150,000	0	0	0	610,000
Sewer G.O. Bonds	45,000	95,000	20,000	20,000	50,000	0	25,000	0	0	0	255,000
Water G.O. Bonds	45,000	95,000	20,000	20,000	50,000	0	25,000	0	0	0	255,000
Subtotal	180,000	380,000	80,000	80,000	200,000	0	200,000	0	0	0	1,120,000
443 City-Wide Community Center											
General Donations	0	10,000	0	0	0	0	0	0	0	0	10,000
General G.O. Bonds	0	0	0	0	0	0	0	550,000	190,000	0	740,000
Subtotal	0	10,000	0	0	0	0	0	550,000	190,000	0	750,000
484 Police Station Improvements											
General G.O. Bonds	175,000	0	200,000	225,000	250,000	250,000	0	0	0	0	1,100,000
Subtotal	175,000	0	200,000	225,000	250,000	250,000	0	0	0	0	1,100,000
521 Police Firearms Range Improvements											
General Capital Transfer	0	0	0	0	20,000	0	0	0	0	0	20,000
Subtotal	0	0	0	0	20,000	0	0	0	0	0	20,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
551 Library Maintenance											
General Capital Transfer	0	0	0	0	0	10,000	0	4,000	0	0	14,000
General G.O. Bonds	0	300,000	50,000	300,000	250,000	275,000	100,000	0	0	0	1,275,000
Subtotal	0	300,000	50,000	300,000	250,000	285,000	100,000	4,000	0	0	1,289,000
583 East Concord Fire Station											
General G.O. Bonds	0	0	0	0	0	6,000,000	0	0	0	0	6,000,000
Subtotal	0	0	0	0	0	6,000,000	0	0	0	0	6,000,000
594 New Central Fire Station											
General G.O. Bonds	0	0	0	0	14,000,000	0	0	0	0	0	14,000,000
Subtotal	0	0	0	0	14,000,000	0	0	0	0	0	14,000,000
636 Electric Vehicle (EV) Charging Stations											
General G.O. Bonds	0	0	0	0	75,000	0	0	50,000	0	0	125,000
Sewer G.O. Bonds	0	0	75,000	0	0	0	0	0	0	0	75,000
Water Capital Transfer	10,000	0	0	0	0	0	0	0	0	0	10,000
Water G.O. Bonds	0	75,000	0	0	0	25,000	0	0	0	0	100,000
Subtotal	10,000	75,000	75,000	0	75,000	25,000	0	50,000	0	0	310,000
643 Police Headquarters (New)											
General G.O. Bonds	0	0	0	2,500,000	25,000,000	0	0	0	0	0	27,500,000
Subtotal	0	0	0	2,500,000	25,000,000	0	0	0	0	0	27,500,000
Total Public Buildings	1,984,250	2,045,000	2,000,000	4,955,000	42,215,000	30,110,000	300,000	604,000	190,000	0	84,403,250

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Public Safety											
230 Opticom Replacement											
General Highway Reserve	0	15,000	0	20,000	0	20,000	0	20,000	0	0	75,000
Subtotal	0	15,000	0	20,000	0	20,000	0	20,000	0	0	75,000
305 Fire Department Communications Equipment											
General G.O. Bonds	0	0	0	0	700,000	0	0	0	150,000	0	850,000
Subtotal	0	0	0	0	700,000	0	0	0	150,000	0	850,000
335 Thermal Imaging Cameras											
General G.O. Bonds	0	0	45,000	0	0	0	0	60,000	0	0	105,000
Subtotal	0	0	45,000	0	0	0	0	60,000	0	0	105,000
368 Police Department Communications Equipment											
General G.O. Bonds	0	0	120,000	0	80,000	0	0	0	180,000	180,000	560,000
Subtotal	0	0	120,000	0	80,000	0	0	0	180,000	180,000	560,000
370 Police Department Ballistic Vest Replacement Program											
General G.O. Bonds	0	0	0	80,000	0	0	0	0	85,000	0	165,000
Subtotal	0	0	0	80,000	0	0	0	0	85,000	0	165,000
376 Fire Department Hose & Equipment Replacement											
General Capital Transfer	18,000	30,000	0	30,000	0	0	0	0	0	0	78,000
General G.O. Bonds	35,000	0	0	0	0	35,000	50,000	115,000	0	0	235,000
Subtotal	53,000	30,000	0	30,000	0	35,000	50,000	115,000	0	0	313,000
522 Patrol Rifle Replacements											
General G.O. Bonds	0	0	15,000	0	0	0	0	0	0	0	15,000
Subtotal	0	0	15,000	0	0	0	0	0	0	0	15,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
527 Fire Department EMS Equipment Replacement											
General G.O. Bonds	0	500,000	0	0	0	0	0	0	600,000	0	1,100,000
Subtotal	0	500,000	0	0	0	0	0	0	600,000	0	1,100,000
555 Handgun Replacement											
General Capital Transfer	0	0	0	0	50,000	0	0	0	0	0	50,000
Subtotal	0	0	0	0	50,000	0	0	0	0	0	50,000
560 Fire Training Facility											
General G.O. Bonds	0	0	0	0	0	500,000	0	0	0	0	500,000
Subtotal	0	0	0	0	0	500,000	0	0	0	0	500,000
561 Fire Alarm Infrastructure Replacement											
General G.O. Bonds	0	93,000	0	20,000	0	20,000	0	20,000	0	20,000	173,000
Subtotal	0	93,000	0	20,000	0	20,000	0	20,000	0	20,000	173,000
573 Fire Department Personnel Protective Equipment											
General Capital Transfer	30,355	25,000	30,000	35,000	40,000	40,000	40,000	40,000	45,000	0	325,355
General G.O. Bonds	0	0	750,000	30,000	0	0	0	0	0	0	780,000
Subtotal	30,355	25,000	780,000	65,000	40,000	40,000	40,000	40,000	45,000	0	1,105,355
618 Unmanned Aerial System (UAS)											
General Donations	0	100,000	0	0	0	0	0	0	0	0	100,000
Subtotal	0	100,000	0	0	0	0	0	0	0	0	100,000
620 Police Department Security Fencing											
General G.O. Bonds	0	0	0	0	30,000	0	0	0	0	0	30,000
Subtotal	0	0	0	0	30,000	0	0	0	0	0	30,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
629 Police Body Worn Cameras and In-Car Video											
Other Federal	0	470,000	80,000	80,000	80,000	80,000	0	0	0	0	790,000
Subtotal	0	470,000	80,000	80,000	80,000	80,000	0	0	0	0	790,000
630 Police Computer Crimes Hardware and Equipment											
General G.O. Bonds	20,000	16,000	12,000	0	0	0	0	0	0	0	48,000
Subtotal	20,000	16,000	12,000	0	0	0	0	0	0	0	48,000
645 Police Department RMS/CAD Upgrade											
General G.O. Bonds	0	0	250,000	250,000	0	0	0	0	0	0	500,000
Subtotal	0	0	250,000	250,000	0	0	0	0	0	0	500,000
Total Public Safety	103,355	1,249,000	1,302,000	545,000	980,000	695,000	90,000	255,000	1,060,000	200,000	6,479,355
Sewer Collection											
91 Sewer Main Rehabilitation and Construction											
Sewer Capital Transfer	40,000	50,000	40,000	40,000	40,000	40,000	40,000	40,000	80,000	0	410,000
Sewer G.O. Bonds	400,000	0	115,000	0	0	550,000	0	0	0	4,000,000	5,065,000
Subtotal	440,000	50,000	155,000	40,000	40,000	590,000	40,000	40,000	80,000	4,000,000	5,475,000
275 Sewer Pump Station Improvements											
Sewer G.O. Bonds	75,000	450,000	1,105,000	450,000	250,000	500,000	0	0	0	0	2,830,000
Subtotal	75,000	450,000	1,105,000	450,000	250,000	500,000	0	0	0	0	2,830,000
410 Sewer Video Inspection Equipment											
Sewer Capital Transfer	0	0	0	0	20,000	0	0	0	0	0	20,000
Sewer G.O. Bonds	0	0	0	0	0	0	0	0	0	80,000	80,000
Subtotal	0	0	0	0	20,000	0	0	0	0	80,000	100,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
648 Wastewater Master Plan Update											
Sewer G.O. Bonds	160,000	0	0	0	0	0	0	0	0	0	160,000
Subtotal	160,000	0	0	0	0	0	0	0	0	0	160,000
Total Sewer Collection	675,000	500,000	1,260,000	490,000	310,000	1,090,000	40,000	40,000	80,000	4,080,000	8,565,000
Sewer Treatment											
89 Hall Street Waste Water Treatment Plant Odor Control											
Sewer G.O. Bonds	0	0	0	0	0	450,000	7,100,000	0	100,000	0	7,650,000
Subtotal	0	0	0	0	0	450,000	7,100,000	0	100,000	0	7,650,000
104 Hall Street Waste Water Treatment Plant Improvements											
Sewer Capital Transfer	15,000	0	0	0	0	0	0	0	0	0	15,000
Sewer G.O. Bonds	2,800,000	800,000	1,725,000	6,000,000	5,900,000	2,550,000	3,250,000	2,800,000	2,010,000	2,750,000	30,585,000
Subtotal	2,815,000	800,000	1,725,000	6,000,000	5,900,000	2,550,000	3,250,000	2,800,000	2,010,000	2,750,000	30,600,000
466 Penacook Waste Water Treatment Plant Improvements											
Sewer Capital Close-out	80,953	0	0	0	0	0	0	0	0	0	80,953
Sewer Capital Transfer	0	0	0	0	0	20,000	0	0	0	0	20,000
Sewer G.O. Bonds	430,000	310,000	1,317,500	147,500	2,720,000	225,000	600,000	520,000	300,000	0	6,570,000
Subtotal	510,953	310,000	1,317,500	147,500	2,720,000	245,000	600,000	520,000	300,000	0	6,670,953
Total Sewer Treatment	3,325,953	1,110,000	3,042,500	6,147,500	8,620,000	3,245,000	10,950,000	3,320,000	2,410,000	2,750,000	44,920,953

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Sidewalks and Streetscapes											
17 Sidewalk, Bikeway and Streetscape Improvements											
General Donations	60,500 *	0	0	0	0	0	0	0	0	0	60,500
General G.O. Bonds	0	540,000	250,000	0	250,000	0	300,000	0	0	0	1,340,000
Subtotal	60,500	540,000	250,000	0	250,000	0	300,000	0	0	0	1,400,500
380 Neighborhood Safety Improvements											
General Donations	0	25,000	0	0	0	0	0	0	0	0	25,000
General G.O. Bonds	0	40,000	0	0	0	0	0	0	0	0	40,000
Subtotal	0	65,000	0	0	0	0	0	0	0	0	65,000
543 Merrimack River Greenway Trail Project											
General Donations	0	0	1,100,000	0	0	0	0	0	0	0	1,100,000
General G.O. Bonds	0	0	1,100,000	0	0	0	0	0	0	0	1,100,000
Other State	0	0	8,800,000	0	0	0	0	0	0	0	8,800,000
Subtotal	0	0	11,000,000	0	0	0	0	0	0	0	11,000,000
591 Sidewalk Cleanliness											
General Donations	0	0	0	0	0	0	0	30,000	0	0	30,000
General G.O. Bonds	0	0	0	0	0	0	0	90,000	0	0	90,000
Subtotal	0	0	0	0	0	0	0	120,000	0	0	120,000
646 Planter Box Fencing											
General Donations	0	95,000	0	0	0	0	0	0	0	0	95,000
Subtotal	0	95,000	0	0	0	0	0	0	0	0	95,000
Total Sidewalks and Streetscapes	60,500	700,000	11,250,000	0	250,000	0	300,000	120,000	0	0	12,680,500

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Solid Waste Management											
381 Landfill Closure and Maintenance											
General G.O. Bonds	0	0	0	0	0	0	8,932,000	0	0	0	8,932,000
Subtotal	0	0	0	0	0	0	8,932,000	0	0	0	8,932,000
447 Landfill Soil Vapor Extraction Systems											
Solid Waste Capital Transfer	0	0	0	0	0	0	10,000	10,000	0	0	20,000
Solid Waste G.O. Bonds	0	0	0	0	0	125,000	45,000	0	0	0	170,000
Subtotal	0	0	0	0	0	125,000	55,000	10,000	0	0	190,000
Total Solid Waste Management	0	0	0	0	0	125,000	8,987,000	10,000	0	0	9,122,000
Storm Sewer											
83 Storm Water Improvements											
General Capital Close-out	150,000	0	0	0	0	0	0	0	0	0	150,000
General G.O. Bonds	0	0	500,000	1,000,000	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,000,000
Subtotal	150,000	0	500,000	1,000,000	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,150,000
571 I-393/Horseshoe Pond Drainage Improvements											
General G.O. Bonds	0	0	0	100,000	0	0	0	0	0	0	100,000
Subtotal	0	0	0	100,000	0	0	0	0	0	0	100,000
Total Storm Sewer	150,000	0	500,000	1,100,000	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,250,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Street Corridor Improvements											
36 Manchester Street / Route 3 South											
General G.O. Bonds	0	300,000	125,000	0	6,900,000	0	0	0	0	0	7,325,000
Sewer G.O. Bonds	0	0	0	300,000	0	0	0	0	0	0	300,000
Water G.O. Bonds	0	0	0	0	140,000	0	0	0	0	0	140,000
Subtotal	0	300,000	125,000	300,000	7,040,000	0	0	0	0	0	7,765,000
505 South Main Street Corridor Improvements											
General G.O. Bonds	0	0	0	0	0	0	0	160,000	1,150,000	0	1,310,000
Subtotal	0	0	0	0	0	0	0	160,000	1,150,000	0	1,310,000
611 Eastman Street Retaining Wall											
General G.O. Bonds	0	0	0	0	0	190,000	0	0	0	0	190,000
Subtotal	0	0	0	0	0	190,000	0	0	0	0	190,000
Total Street Corridor Improvements	0	300,000	125,000	300,000	7,040,000	190,000	0	160,000	1,150,000	0	9,265,000
Street Rehabilitation											
78 Annual Highway Improvement Program											
General Highway Reserve	2,655,000	2,710,000	2,710,000	2,800,000	2,800,000	2,900,000	2,900,000	3,000,000	3,000,000	3,100,000	28,575,000
Subtotal	2,655,000	2,710,000	2,710,000	2,800,000	2,800,000	2,900,000	2,900,000	3,000,000	3,000,000	3,100,000	28,575,000
Total Street Rehabilitation	2,655,000	2,710,000	2,710,000	2,800,000	2,800,000	2,900,000	2,900,000	3,000,000	3,000,000	3,100,000	28,575,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Streets New Construction											
18 Storrs Street Extension, North & South											
General G.O. Bonds	0	0	0	0	0	0	0	0	0	500,000	500,000
Other Tax Increment Financing	0	0	980,000	8,405,000	0	0	0	0	0	0	9,385,000
Subtotal	0	0	980,000	8,405,000	0	0	0	0	0	500,000	9,885,000
502 Whitney Road Extension											
General G.O. Bonds	0	0	0	0	200,000	2,800,000	0	0	0	0	3,000,000
Sewer G.O. Bonds	0	0	0	0	0	525,000	0	0	0	0	525,000
Subtotal	0	0	0	0	200,000	3,325,000	0	0	0	0	3,525,000
Total Streets New Construction	0	0	980,000	8,405,000	200,000	3,325,000	0	0	0	500,000	13,410,000
Water Distribution System											
84 Water Main Cleaning & Lining											
Water Capital Transfer	0	0	0	0	0	0	0	0	0	40,000	40,000
Water G.O. Bonds	0	0	575,000	260,000	0	575,000	0	0	1,040,000	0	2,450,000
Subtotal	0	0	575,000	260,000	0	575,000	0	0	1,040,000	40,000	2,490,000
85 Water Main Replacement											
Water G.O. Bonds	0	0	0	0	0	0	0	0	3,000,000	4,000,000	7,000,000
Subtotal	0	0	0	0	0	0	0	0	3,000,000	4,000,000	7,000,000
86 Water Main Construction											
Water Capital Transfer	0	10,000	0	0	0	0	0	0	0	0	10,000
Water G.O. Bonds	0	0	1,000,000	0	0	0	0	0	0	0	1,000,000
Subtotal	0	10,000	1,000,000	0	0	0	0	0	0	0	1,010,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
244 Water Meter Replacement Program											
Water Capital Transfer	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,250,000
Water G.O. Bonds	250,000	250,000	250,000	250,000	275,000	275,000	275,000	275,000	275,000	275,000	2,650,000
Subtotal	375,000	375,000	375,000	375,000	400,000	400,000	400,000	400,000	400,000	400,000	3,900,000
451 Leak Detection											
Water Capital Transfer	0	0	0	10,000	0	0	0	0	0	0	10,000
Subtotal	0	0	0	10,000	0	0	0	0	0	0	10,000
Total Water Distribution System	375,000	385,000	1,950,000	645,000	400,000	975,000	400,000	400,000	4,440,000	4,440,000	14,410,000
Water Treatment											
88 Water Plant Improvements											
Water Capital Close-out	199,762	0	0	0	0	0	0	0	0	0	199,762
Water G.O. Bonds	190,000	75,000	80,000	100,000	400,000	400,000	0	950,000	1,025,000	120,000	3,340,000
Subtotal	389,762	75,000	80,000	100,000	400,000	400,000	0	950,000	1,025,000	120,000	3,539,762
114 Penacook Lake Dam and Spillway Rehabilitation											
Water G.O. Bonds	0	250,000	0	0	0	0	0	0	0	0	250,000
Subtotal	0	250,000	0	0	0	0	0	0	0	0	250,000
124 Water System SCADA Improvements											
Water Capital Transfer	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Subtotal	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
321 Water System Master Plan & Implementation											
Water Capital Transfer	0	0	0	0	80,000	40,000	90,000	0	0	70,000	280,000
Subtotal	0	0	0	0	80,000	40,000	90,000	0	0	70,000	280,000

***Excluded from Budget Appropriation**

PROJECT NUMBER AND DESCRIPTION

FUND/TYPE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
345 Water Supply Well Field Maintenance											
Water G.O. Bonds	0	0	0	0	0	0	150,000	0	0	0	150,000
Subtotal	0	0	0	0	0	0	150,000	0	0	0	150,000
347 Water Storage Tank Repairs											
Water G.O. Bonds	50,000	75,000	40,000	50,000	55,000	55,000	80,000	0	50,000	60,000	515,000
Subtotal	50,000	75,000	40,000	50,000	55,000	55,000	80,000	0	50,000	60,000	515,000
372 Water System Pump Station Improvements											
Water G.O. Bonds	0	0	180,000	1,020,000	0	0	0	0	0	550,000	1,750,000
Subtotal	0	0	180,000	1,020,000	0	0	0	0	0	550,000	1,750,000
482 Water System Asset Management											
Water G.O. Bonds	0	0	90,000	0	0	0	0	0	0	0	90,000
Subtotal	0	0	90,000	0	0	0	0	0	0	0	90,000
Total Water Treatment	469,762	430,000	420,000	1,200,000	565,000	525,000	350,000	980,000	1,105,000	830,000	6,874,762
Grand Total	21,345,790	55,710,500	41,590,668	40,283,224	83,521,168	57,321,720	33,552,500	17,641,500	23,465,200	42,740,000	417,172,270

***Excluded from Budget Appropriation**

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City Agencies

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

Initially implemented using the industry standard three year replacement cycle, the program was adjusted to a four year cycle for desktop computers in FY 2007 to better control cost. Servers are replaced on a 5 year cycle. Other equipment such as switches, routers, firewalls, and printers shall be replaced as needed.

SERVICE IMPACT: The City is dependent upon technology in all aspects of its day-to-day and longer term operations. This CIP is critical to assuring City employees that the systems on which they depend will work reliably. As the City continues with the ERP replacement initiative which increases the integration among departmental resources, this dependence is even more critical. Not only will older equipment breakdown and slow the delivery of applications, but application software version improvements require reasonably up-to-date hardware and software to work at all, let alone deliver enhanced/improved features.

IMPACT IF NOT FUNDED: The MIS Master Plan has provided a cost-effective mechanism to stay reasonably current with technology at a modest consistent annual investment. Without this investment, not only will the City fall behind in offering the services demanded by the community, but systems will become technologically obsolete and fail, jeopardizing service delivery and possibly public safety. Correcting such a situation after failure, is much more expensive than maintaining the City's technology investment on an on-going basis.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1998 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 5 Expected Bond Term (in Years) 5

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Transfer	202,895	247,500	187,500	183,500	166,500	187,500	220,000	214,750	217,450	225,000	2,052,595
Sewer	Capital Transfer	34,375	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	37,500	283,875
Water	Capital Transfer	34,375	41,250	31,250	17,250	27,750	31,250	25,000	19,125	19,125	37,500	283,875
General	Capital Close-out	3,355	0	0	0	0	0	0	0	0	0	3,355
	Total	275,000	330,000	250,000	218,000	222,000	250,000	270,000	253,000	255,700	300,000	2,623,700

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General Capital Transfer	202,895	Replace hardware, computers, laptops, monitors ($175,000). Replace end-of-life switches ($70,000). Monitors ($10,000). UPS battery replacement ($10,000) Printers ($10,000)
	Water Capital Transfer	34,375	Water share of above.
	Sewer Capital Transfer	34,375	Sewer share of above.
	General Capital Close-out	3,355	Closeout share (General Fund).
		$275,000	2023 Subtotal
2024	General Capital Transfer	247,500	Replace hardware, computers, laptops, monitors ($180,000). Replace end-of-life servers ($40,000). Printers ($10,000). Software upgrades ($100,000).
	Water Capital Transfer	41,250	Water share of above.
	Sewer Capital Transfer	41,250	Sewer share of above.
		$330,000	2024 Subtotal
2025	General Capital Transfer	187,500	Replace hardware, computers, laptops, monitors ($120,000). Replace end-of-life servers ($20,000). Printers ($10,000). Software upgrades ($30,000). Replace Fire Department apparatus mobile computers ($70,000).
	Sewer Capital Transfer	31,250	Sewer share of above.
	Water Capital Transfer	31,250	Water share of above.
		$250,000	2025 Subtotal

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

2026	General Capital Transfer	183,500	Replace Hardware, computers, laptops, monitors ($98,000). Replace end-of-life servers ($20,000). Printers ($10,000). Software upgrades (10,000). Replace Police Department mobile computers ($80,000).
	Water Capital Transfer	17,250	Water share of above.
	Sewer Capital Transfer	17,250	Sewer share of above.
		$218,000	2026 Subtotal
2027	General Capital Transfer	166,500	Replace hardware, computers, laptops, monitors ($70,000). Replace end-of-life servers ($20,000). Training for current and new employees, ($20,000). Printers ($10,000). Software upgrades ($100,000).
	Water Capital Transfer	27,750	Water share of above.
	Sewer Capital Transfer	27,750	Sewer share of above.
		$222,000	2027 Subtotal
2028	General Capital Transfer	187,500	Replace hardware, computers, laptops, monitors ($120,000). Replace end-of-life servers ($20,000). Printers ($10,000). Software upgrades ($30,000). Replace Fire Department apparatus mobile computers ($70,000).
	Water Capital Transfer	31,250	Water share of above.
	Sewer Capital Transfer	31,250	Sewer share of above.
		$250,000	2028 Subtotal
2029	General Capital Transfer	220,000	Replace hardware, computers, laptops, monitors ($120,000). Replace 1/5 end-of-life servers ($35,000). Printers ($10,000). Software upgrades ($30,000). Replace Fire Department apparatus mobile computers ($75,000).
	Water Capital Transfer	25,000	Water share of above.
	Sewer Capital Transfer	25,000	Sewer share of above.
		$270,000	2029 Subtotal
2030	General Capital Transfer	214,750	Replace Hardware, computers, laptops, monitors ($133,000). Replace end-of-life servers ($20,000). Printers ($10,000). Software upgrades (10,000). Replace Police Department mobile computers ($80,000).
	Sewer Capital Transfer	19,125	Sewer share of above.
	Water Capital Transfer	19,125	Water share of above

PROJECT:	INFORMATION TECHNOLOGY	#2-Information Technology Hardware & Software Replacement	
		$253,000	2030 Subtotal
2031	General Capital Transfer	217,450	Replace Hardware, computers, laptops, monitors ($133,000). Replace end-of-life servers ($20,000). Printers ($10,000). Software upgrades (10,000). Replace Police Department mobile computers ($80,000).
	Water Capital Transfer	19,125	Water share of above.
	Sewer Capital Transfer	19,125	Sewer share of above.
		$255,700	2031 Subtotal
2032	General Capital Transfer	225,000	Replace Hardware, computers, laptops, monitors ($133,000). Replace end-of-life servers ($20,000). Printers ($10,000). Software upgrades (10,000). Replace Police Department mobile computers ($80,000).
	Water Capital Transfer	37,500	Water share of above
	Sewer Capital Transfer	37,500	Sewer Share of above
		$300,000	2032 Subtotal
	TOTAL	$2,623,700	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #4-Fire Department Vehicle Replacement

I. PROJECT TYPE: Fire Vehicles

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

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

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

Forestry Units: 3 total. Kept for 10 years.

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

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

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

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

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

PROJECT: FIRE #4-Fire Department Vehicle Replacement

Asst. Fire Marshal (1)
Battalion Chiefs (2)
EMS Lieutenant (1)

SERVICE IMPACT: Routine replacement of vehicles is necessary in order to provide reliable fire and emergency medical services, as well as service for fire alarm, traffic, and pedestrian signal equipment.

IMPACT IF NOT FUNDED: Reduced ability to service fire and emergency medical needs, as well as alarm system, traffic and pedestrian signal equipment in a timely fashion. Increased operating and maintenance costs for older equipment.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	2,055,000	975,000	1,495,000	920,000	795,000	100,000	325,000	935,000	2,180,000	970,000	10,750,000
	Total	2,055,000	975,000	1,495,000	920,000	795,000	100,000	325,000	935,000	2,180,000	970,000	10,750,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	1,755,000	Replace Tower Ladder Truck (2013)
	General G.O. Bonds	300,000	Purchase ambulance and related equipment to establish new 4th ambulance company.
		$2,055,000	2023 Subtotal
2024	General G.O. Bonds	500,000	Replace Tanker Truck
	General G.O. Bonds	275,000	Replace Ambulance 7 (2019)
	General G.O. Bonds	200,000	Replace 4 Staff Vehicles
		$975,000	2024 Subtotal

PROJECT: FIRE #4-Fire Department Vehicle Replacement

2025	General	G.O. Bonds	750,000	Replace Rescue 1 (2006)
	General	G.O. Bonds	745,000	Replace Engine 5 (2016)
			$1,495,000	2025 Subtotal
2026	General	G.O. Bonds	770,000	Replace Engine 7 (2017)
	General	G.O. Bonds	150,000	Replace 3 Staff Vehicles
			$920,000	2026 Subtotal
2027	General	G.O. Bonds	650,000	Replace Ambulances 4 and 5 (2022)
	General	G.O. Bonds	85,000	Replace Command Car
	General	G.O. Bonds	60,000	Replace Utility Truck
			$795,000	2027 Subtotal
2028	General	G.O. Bonds	100,000	Replace Forestry 4 (2017)
			$100,000	2028 Subtotal
2029	General	G.O. Bonds	325,000	Replace Ambulance 7 (2024)
			$325,000	2029 Subtotal
2030	General	G.O. Bonds	780,000	Replace Engine 4 (2021)
	General	G.O. Bonds	100,000	Replace Forestry 5 (2019)
	General	G.O. Bonds	55,000	Replace off road utility vehicle that is used for fire and EMS coverage on City trail system, wooded areas, and special events.
			$935,000	2030 Subtotal
2031	General	G.O. Bonds	1,900,000	Replace Ladder Truck (2023)
	General	G.O. Bonds	180,000	Replace Chief's Vehicle Replace Deputy Chief-Operations Vehicle Replace Fire Marshal Vehicle

PROJECT: FIRE #4-Fire Department Vehicle Replacement

	General	G.O. Bonds	100,000	Replace Forestry 7 (2020)
			$2,180,000	2031 Subtotal
2032	General	G.O. Bonds	755,000	Replace Ambulances 4 & 5 (2027)
	General	G.O. Bonds	215,000	Replace Fire Alarm Utility Truck (2022)
			$970,000	2032 Subtotal
	TOTAL		$10,750,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

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

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1996 PREVIOUS AMOUNT:

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

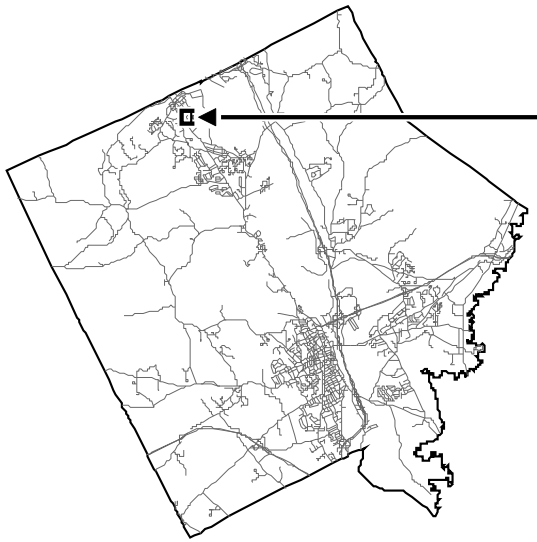
VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Donations	60,500*	0	0	0	0	0	0	0	0	0	60,500
General	G.O. Bonds	0	540,000	250,000	0	250,000	0	300,000	0	0	0	1,340,000
	Total	60,500	540,000	250,000	0	250,000	0	300,000	0	0	0	1,400,500

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2023	General	Donations	60,500	Construct sidewalk on Dolphin Street. To be completed in conjunction with proposed Boys and Girls Club redevelopment of former Penacook Community Center properties.
			$60,500	2023 Subtotal
2024	General	G.O. Bonds	540,000	Construct sidewalk on Airport Road. To be coordinated with CIP #78.
			$540,000	2024 Subtotal
2025	General	G.O. Bonds	250,000	Construct sidewalk on Sewalls Falls Road and/or Hutchins Street. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program" if possible.
			$250,000	2025 Subtotal
2027	General	G.O. Bonds	250,000	Sidewalk projects to be coordinated with CIP #78.
			$250,000	2027 Subtotal
2029	General	G.O. Bonds	300,000	Sidewalk Improvements. Program to be coordinated with CIP 78 "Neighborhood Road Improvement Program".
			$300,000	2029 Subtotal
	TOTAL		$1,400,500	



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GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale

FY 2023
CIP PROJECT #17

SIDEWALK, BIKEWAY, AND STREETSCAPE IMPROVEMENTS

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Streets New Construction

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

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to design and construction two extensions of Storrs Street, together with customary municipal infrastructure, in accordance with the 1997 Downtown Master Plan, North End Opportunity Corridor Tax Increment Finance District Development Program and Financing Plan, the 2006 "Opportunity Corridor Master Plan", and 2030 City Master Plan in order to promote and encourage economic redevelopment in the Opportunity Corridor.

The first phase of the project shall extend Storrs Street north to Constitution Avenue.

The second phase of the project shall extend Storrs Street south to Langdon Avenue.

SERVICE IMPACT: Moderate increases in highway operation and maintenance costs.

IMPACT IF NOT FUNDED: Delays economic development/redevelopment in the south end development corridor, prohibits achievement of long-standing goal of connecting Horseshoe Pond Office Park and former South End Rail Yard to Downtown.

IV PREVIOUS FISCAL YEAR AUTHORIZED: Oct. 1998 PREVIOUS AMOUNT:

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

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	500,000	500,000
Other	Tax Increment Financing	0	0	980,000	8,405,000	0	0	0	0	0	0	9,385,000
	Total	0	0	980,000	8,405,000	0	0	0	0	0	500,000	9,885,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Other Tax Increment Financing	700,000	Discontinuance and acquisition of Northern Main Railroad from Loudon Road to Horseshoe Pond Lane to facilitate Storrs Street North from Pan Am Systems; rehabilitation of Pan Am Systems' existing siding located in South-End Rail Yard. Financed by the NEOCTIF District.
	Other Tax Increment Financing	280,000	Preliminary Design for Storrs Street North Extension. Financed by the NEOCTIF District.
		$980,000	2025 Subtotal
2026	Other Tax Increment Financing	8,405,000	Final design, permitting, and construction of Storrs Street North Extension. Financed by the NEOCTIF District.
		$8,405,000	2026 Subtotal
2032	General G.O. Bonds	500,000	Design - Storrs Street Extension South from Storrs Street at the intersection of Theatre Street southerly beneath the Water Street bridge to Langdon Avenue.
		$500,000	2032 Subtotal
	TOTAL	$9,885,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Intersections

II. LOCATION: Hoit Road, Whitney Road Intersection

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to design and construct improvements to the Hoit Road / Whitney Road / Old Boyce Road intersection for the purpose of supporting continued economic development within the Whitney Road / Exit 17 commercial and industrial districts.

In April 2021, the City Council entered into a Public / Private Partnership with Interchange Development L.L.C to facilitate construction of the intersection improvements and associated real estate project located at 1 Whitney Road. Construction, which began in in the fall of 2021, was delayed due to an unusually long permitting processes with State agencies. The project is scheduled to be substantially complete in fall 2022.

SERVICE IMPACT: Provide appropriate intersection capacity to support future economic development in the Exit 17 Corridor. Improved vehicular safety. Increased operating and maintenance costs associated with infrastructure.

IMPACT IF NOT FUNDED: Insufficient intersection capacity to support additional development in the Exit 17 Corridor.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2004 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Impact Fees Traf Dist 2	17,125	0	0	0	0	0	0	0	0	0	17,125
General	Econ. Dev. Reserve	230,000	0	0	0	0	0	0	0	0	0	230,000
General	Impact Fees Traf Dist 1	227,666	0	0	0	0	0	0	0	0	0	227,666
	Total	474,791	0	0	0	0	0	0	0	0	0	474,791

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2023	General	Econ. Dev. Reserve	230,000	Supplemental funding to augment FY2021 appropriation. Economic Development Reserve Fund contribution.
	General	Impact Fees Traf Dist 1	227,666	Supplemental funding to augment FY2021 appropriation. Transportation Impact Fee District #1 contribution. Project is physically located in Transportation Impact Fee District #2. However, because the project is located within 1 mile of the district boundary, funds from Transportation Impact Fee District #1 may also be used to finance the project accordance with the Impact Fee Ordinance.
	General	Impact Fees Traf Dist 2	17,125	Supplemental funding to augment FY2021 appropriation. Transportation Impact Fee District #2 contribution.
			$474,791	2023 Subtotal
	TOTAL		$474,791	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Intersections

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

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

The McKee Square intersection will be examined in a broader context to include not only the immediate McKee Square area but also the West Street/Broadway intersection, the South Street/Downing Street intersection, as well as the South Street/West Street intersection to determine what measures should be taken to improve traffic flow and safety.

SERVICE IMPACT: Slight increase in operating and maintenance costs associated with signal. Improved levels of service through intersection.

IMPACT IF NOT FUNDED: Increased traffic congestion and delays.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2000 PREVIOUS AMOUNT:

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

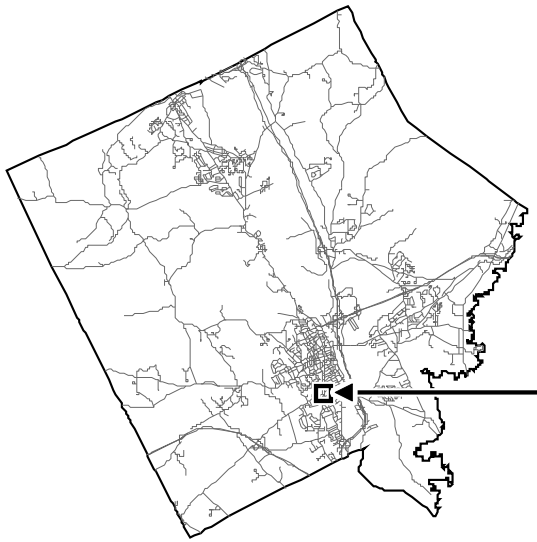
PROJECT: CD-ENGINEERING SERVICES #31-Broadway / West Street Intersection Improvements (McKee Square)

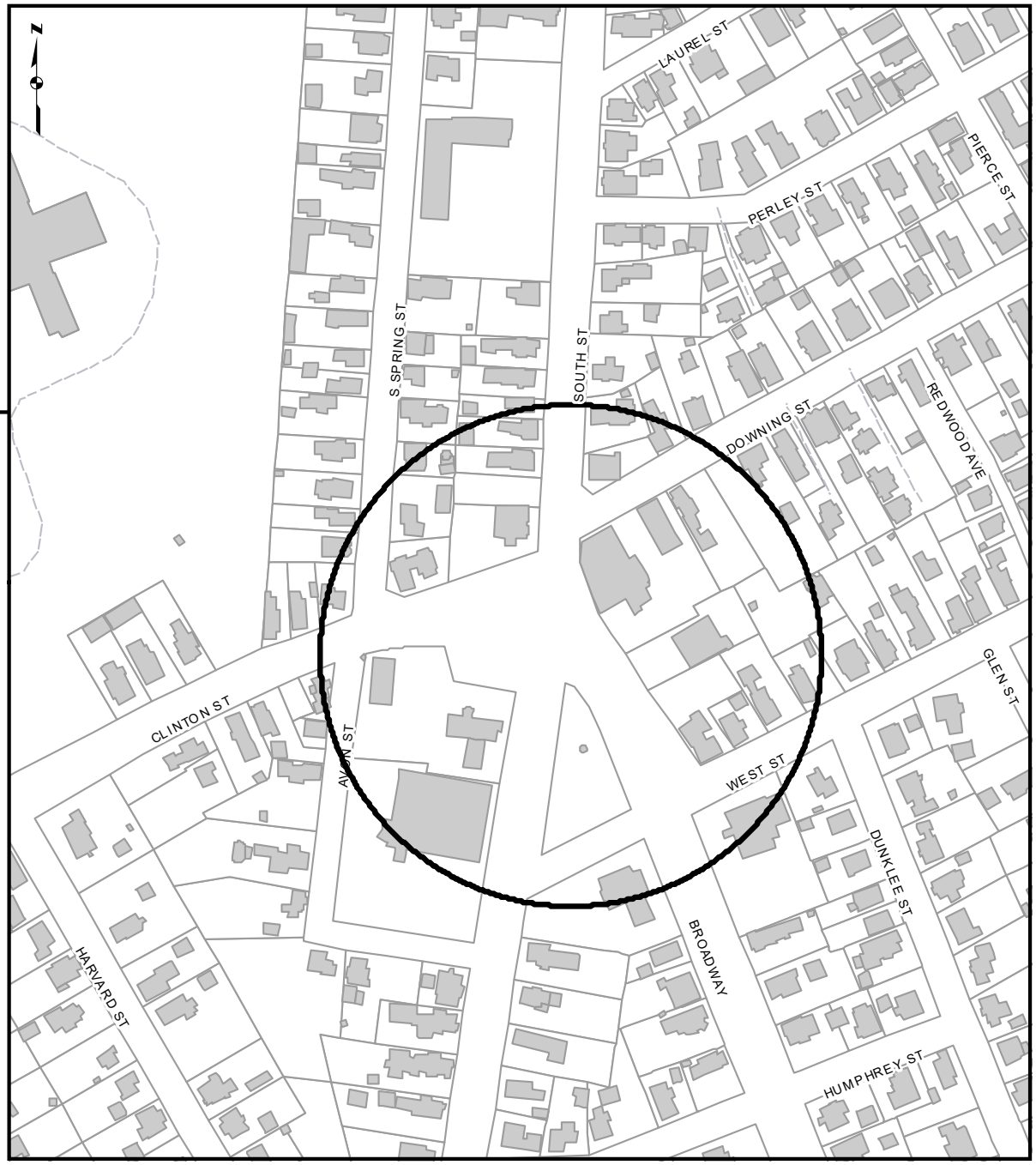
VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	100,000	550,000	5,500,000	0	0	0	0	0	0	0	6,150,000
	Total	100,000	550,000	5,500,000	0	0	0	0	0	0	0	6,150,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	100,000	Phase 1: Traffic assessment and conceptual design for potential intersection improvement alternatives. Includes public outreach with neighborhood stakeholders.
		$100,000	2023 Subtotal
2024	General G.O. Bonds	550,000	Phase 2: Final design and permitting for preferred intersection improvement concept. Tentative estimate pending completion of Phase I (FY2023).
		$550,000	2024 Subtotal
2025	General G.O. Bonds	5,500,000	Phase 3: Construction of preferred intersection improvements. Preliminary estimate.
		$5,500,000	2025 Subtotal
	TOTAL	$6,150,000	





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FY 2023
CIP PROJECT #31

BROADWAY/WEST STREET INTERSECTION (MCKEE SQUARE)

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Street Corridor Improvements

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

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

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

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

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

SERVICE IMPACT: Improved traffic flow and reduced delays, as well as safety improvements for vehicles and pedestrians. Increased operational and maintenance costs for new signalized intersections and snow plowing operations. Decreased long term operational and maintenance costs for road repairs.

IMPACT IF NOT FUNDED: Increased congestion, lower level of service and more travel delays. Also, without project, long term development of Garvins Falls Urban Reserve Area and redevelopment potential of the Manchester Street Corridor will be limited.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	300,000	125,000	0	6,900,000	0	0	0	0	0	7,325,000
Sewer	G.O. Bonds	0	0	0	300,000	0	0	0	0	0	0	300,000
Water	G.O. Bonds	0	0	0	0	140,000	0	0	0	0	0	140,000
	Total	0	300,000	125,000	300,000	7,040,000	0	0	0	0	0	7,765,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	300,000	Right-of-Way acquisition for roadway improvements.
		$300,000	2024 Subtotal
2025	General G.O. Bonds	125,000	Relocate private business signs to accommodate utility relocation.
		$125,000	2025 Subtotal
2026	Sewer G.O. Bonds	300,000	Replace approximately 1,100 feet of 15 inch sewer main with a new 18 inch main to provide for future capacity of the municipal system. Recommended in the 2004 Garvin's Falls Reserve Area Sewer Feasibility Report.
		$300,000	2026 Subtotal
2027	Water G.O. Bonds	140,000	Replace deteriorated service mains, install new service mains, hydrants and valves.
	General G.O. Bonds	6,000,000	Reconstruct and widen Manchester Street to three lanes from Garvin's Falls Road to Airport Road. Improvements include installation of a new storm water conveyance system.
	General G.O. Bonds	900,000	Construction of the signalized intersection of Manchester Street and Old Suncook Road ($300,000). Discontinue Garvins Falls Road ($50,000). Construction of the signalized intersection of Manchester Street and Jensen's Manufactured Home Park together with related road improvements ($550,000) . Previously approved by City Council in 2005.
		$7,040,000	2027 Subtotal

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

TOTAL $7,765,000

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Economic Development

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

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

SERVICE IMPACT: Seven (7) new miles of roads will need to be maintained with water, sewer and storm utilities included.

IMPACT IF NOT FUNDED: Project at build out (60 - 95 years) would increase city tax base significantly. If not funded, build out would be delayed.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1996 PREVIOUS AMOUNT:

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

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Sewer	G.O. Bonds	0	0	0	0	0	0	0	0	0	1,275,000	1,275,000
Water	G.O. Bonds	0	0	0	0	0	0	0	0	0	875,000	875,000
General	G.O. Bonds	0	0	0	0	0	0	0	0	0	3,000,000	3,000,000
	Total	0	0	0	0	0	0	0	0	0	5,150,000	5,150,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2032	General G.O. Bonds	3,000,000	Phase I - Design and construction of new collector road extending southerly from the intersection of Manchester and Old Suncook Road. The extension of Integra Drive to the new collector road plus two interior access roads. 7,300 LF of new roadway.
	Sewer G.O. Bonds	1,275,000	Phase I sewer system extension in new streets.
	Water G.O. Bonds	875,000	Phase I water system extension in new streets.
		$5,150,000	2032 Subtotal
	TOTAL	$5,150,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #51-White Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: 1 White Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to make routine capital investments to repair or replace infrastructure at White Park, as well as to implement the goals and objectives of the 2005 White Park Master Plan.

SERVICE IMPACT: Appropriately maintains, repairs, and replaces park infrastructure thereby preserving the usability, appearance, and community satisfaction with this important recreational asset. Also reduces potential liabilities associated with deteriorated infrastructure.

IMPACT IF NOT FUNDED: Facilities will deteriorate thereby increasing community dissatisfaction, disuse, and avoidance of this recreational asset. Also, deferred maintenance will result in higher repair costs in the future. Lack of routine maintenance may result in closure of some park amenities to reduce liability.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	280,000	0	230,000	150,000	175,000	230,000	0	70,000	10,000	0	1,145,000
Other	G.O. Bonds	200,000*	0	0	0	0	0	0	0	0	0	200,000
Other	State	400,000*	0	0	0	0	0	0	0	0	0	400,000
General	Donations	200,000*	0	0	0	0	0	0	0	0	0	200,000
	Total	1,080,000	0	230,000	150,000	175,000	230,000	0	70,000	10,000	0	1,945,000

PROJECT: REC-GROUNDS #51-White Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Other State	400,000	Monkey Around Playground replacement project per 2020 design. Grant share.
	General G.O. Bonds	230,000	Various HVAC and life safety code improvements to Maintenance Building garage.
	General Donations	200,000	Monkey Around Playground replacement project per 2020 design. Donations share.
	Other G.O. Bonds	200,000	Monkey Around Playground replacement project per 2020 design. City share.
	General G.O. Bonds	50,000	Repair pervious concrete parking lot.
		$1,080,000	2023 Subtotal
2025	General G.O. Bonds	110,000	Rehabilitate the impervious surface of the hockey rink and rink repairs.
	General G.O. Bonds	80,000	Full depth reconstruction of basketball court.
	General G.O. Bonds	40,000	Repair the retaining wall on the north side of the basket ball court.
		$230,000	2025 Subtotal
2026	General G.O. Bonds	150,000	Phase 1 of perimeter ornamental fence repair / replacement.
		$150,000	2026 Subtotal
2027	General G.O. Bonds	175,000	Phase 2 of perimeter ornamental fence repair / replacement.
		$175,000	2027 Subtotal
2028	General G.O. Bonds	200,000	Phase 3 of ornamental fence repair / replacement.
	General G.O. Bonds	30,000	Replace irrigation system pump.
		$230,000	2028 Subtotal
2030	General G.O. Bonds	70,000	Repair and repoint stone wall in the outfield of baseball field and along White Street.
		$70,000	2030 Subtotal
2031	General G.O. Bonds	10,000	Crack seal and re-surface basketball court.

PROJECT:	REC-GROUNDS	#51-White Park		
			$10,000	2031 Subtotal
TOTAL			$1,945,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #52-Keach Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Loudon and Canterbury Roads and Newton Avenue

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

SERVICE IMPACT: Appropriately maintains, repairs, and replaces park infrastructure thereby preserving the usability, appearance, and community satisfaction with this important recreational asset. Also reduces potential liabilities associated with deteriorated infrastructure.

IMPACT IF NOT FUNDED: Facilities will deteriorate thereby increasing community dissatisfaction, disuse, and avoidance of this recreational asset. Also, deferred maintenance will result in higher repair costs in the future. Lack of routine maintenance may result in closure of some park amenities to reduce liability.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	160,000	0	0	0	230,000	0	0	155,000	500,000	0	1,045,000
	Total	160,000	0	0	0	230,000	0	0	155,000	500,000	0	1,045,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	160,000	Convert tennis courts to soccer mini-pitch.
		$160,000	2023 Subtotal

PROJECT: REC-GROUNDS #52-Keach Park

2027	General	G.O. Bonds	150,000	Replace playground equipment; includes poured in place safety surfacing.
	General	G.O. Bonds	80,000	Purchase and install adult exercise equipment; includes poured in place safety surfacing.
			$230,000	2027 Subtotal
2030	General	G.O. Bonds	75,000	Pave the existing 1/2 mile long walking path around the perimeter of the park.
	General	G.O. Bonds	60,000	Replace two backstops.
	General	G.O. Bonds	20,000	Install a water line and grade area for new outdoor skating rink.
			$155,000	2030 Subtotal
2031	General	G.O. Bonds	500,000	Design and construct lighting improvements at one soccer field for night games.
			$500,000	2031 Subtotal
	TOTAL		$1,045,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #55-Rolfe Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Community Drive

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Rolfe Park. Projects are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve the community.

SERVICE IMPACT: Appropriately maintains, repairs, and replaces park infrastructure thereby preserving the usability, appearance, and community satisfaction with this important recreational asset. Also reduces potential liabilities associated with deteriorated infrastructure.

IMPACT IF NOT FUNDED: Facilities will deteriorate thereby increasing community dissatisfaction, disuse, and avoidance of this recreational asset. Also, deferred maintenance will result in higher repair costs in the future. Lack of routine maintenance may result in closure of some park amenities to reduce liability.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	15,000	0	0	150,000	0	185,000	0	0	300,000	0	650,000
	Total	15,000	0	0	150,000	0	185,000	0	0	300,000	0	650,000

PROJECT: REC-GROUNDS #55-Rolfe Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	15,000	LED lighting improvements.
		$15,000	2023 Subtotal
2026	General G.O. Bonds	150,000	Replace playground equipment.
		$150,000	2026 Subtotal
2028	General G.O. Bonds	80,000	Replace softball and baseball field backstops
	General G.O. Bonds	80,000	Design and construct a pump station, piping, and irrigation heads for baseball and soccer fields (3.5 acres).
	General G.O. Bonds	25,000	Crack seal, colorize and stripe two tennis courts and one basketball court.
		$185,000	2028 Subtotal
2031	General G.O. Bonds	300,000	Reconstruct the parking lot.
		$300,000	2031 Subtotal
	TOTAL	$650,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #56-Rollins Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Bow Street and Broadway

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Rollins Park. Projects are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve the community.

SERVICE IMPACT: Improved usability, appearance, and community satisfaction, as well as potentially decreased liability for the premier recreational facility of the South End.

IMPACT IF NOT FUNDED: Facilities will deteriorate thereby increasing community dissatisfaction, disuse, and avoidance of this recreational asset. Also, deferred maintenance will result in higher repair costs in the future. Lack of routine maintenance may result in closure of some park amenities to reduce liability.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	15,000	80,000	0	270,000	0	0	175,000	130,000	15,000	0	685,000
	Total	15,000	80,000	0	270,000	0	0	175,000	130,000	15,000	0	685,000

PROJECT: REC-GROUNDS #56-Rollins Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	15,000	LED lighting improvements at the basketball/tennis court.
		$15,000	2023 Subtotal
2024	General G.O. Bonds	80,000	Install automatic irrigation at softball and baseball fields, which are also used for Field Hockey during the fall months.
		$80,000	2024 Subtotal
2026	General G.O. Bonds	200,000	Replace playground equipment; includes poured in place surfacing.
	General G.O. Bonds	70,000	Replace baseball and softball field backstops.
		$270,000	2026 Subtotal
2029	General G.O. Bonds	175,000	Restore the former pond / water feature. Includes decorative aeration fountain and protective fencing.
		$175,000	2029 Subtotal
2030	General G.O. Bonds	130,000	Pave existing stone dust walking trails and interior roadways.
		$130,000	2030 Subtotal
2031	General G.O. Bonds	15,000	Crack seal, colorize and stripe the basketball and tennis court.
		$15,000	2031 Subtotal
	TOTAL	$685,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #57-Gustaf H. Lehtinen Park/Hero's Bridge

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Horse Hill Road

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Maintenance of multi-purpose bridge installed over the Contoocook River in 2008/2009.

SERVICE IMPACT: Routine maintenance will ensure that the bridge remains a safe and useful asset for residents.

IMPACT IF NOT FUNDED: Condition of bridge could deteriorate thereby causing liability for the City.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2009 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	50,000	0	0	0	0	0	0	50,000
	Total	0	0	0	50,000	0	0	0	0	0	0	50,000

VII. PROJECT FUND DETAIL

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

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

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #59-Terrill Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Old Turnpike Road at Manchester Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: In 2009, staff coordinated a review of the previous master plan and presented options to the Recreation and Parks Advisory Committee (RPAC). The park plan recognized the need for expanded athletic field capacity at this location. As such, the 2009 plan called for the design and construction of a premiere synthetic turf multi-purpose athletic field and associated infrastructure including grandstands, locker rooms, concessions, a storage building, lighting, as well as parking lots.

In FY 2017 the consulting firm VHB was engaged to undertake preliminary design of proposed improvements, as well as update cost estimates for the project. As of January 2019, final plans and all development permits and approvals have been secured for the project.

SERVICE IMPACT: This project will expand the City's capacity for field based recreational activities. It will also greatly improve an underutilized recreational asset.

IMPACT IF NOT FUNDED: Continued community dissatisfaction, disuse, and avoidance of this recreational asset, and increased future costs associated with delayed improvements.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2010 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Donations	0	400,000	0	0	0	0	0	0	0	0	400,000
General	G.O. Bonds	0	3,400,000	0	0	800,000	0	60,000	0	0	0	4,260,000
	Total	0	3,800,000	0	0	800,000	0	60,000	0	0	0	4,660,000

PROJECT: REC-GROUNDS #59-Terrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2024	General	G.O. Bonds	3,400,000	Phase 2: Construct multi-purpose playing field, lighting, fencing, new parking lot and maintenance/storage building per 2018 concept plan prepared by VHB and approved by City Council.
	General	Donations	400,000	Phase 2: Donations and grants share of project.
			$3,800,000	2024 Subtotal
2027	General	G.O. Bonds	800,000	Phase 3: Construct combination bathroom/concession building and playground in accordance with 2018 concept plan prepared by VHB and approved by City Council.
			$800,000	2027 Subtotal
2029	General	G.O. Bonds	60,000	Phase 4: Add fitness equipment along paved trail per 2018 concept plan prepared by VHB and approved by City Council.
			$60,000	2029 Subtotal
	TOTAL		$4,660,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Parks and Open Space

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

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

Rather than redesigning and reconstructing the entire park, it was the consensus of these bodies to improve existing park amenities. Specific improvements included relocation of the skateboard facility to another location within the park, as well as the creation of a large lawn area to support special events. The updated plan also recommended construction of a pavilion near the river, as well as improvements to the existing parking lot to support the park and the Everett Arena.

In the ensuing years, growing community focus on development of the Merrimack River Greenway Trail from Terrill Park to Kiwanis Park and beyond, as well as and potential economic development and/or recreational use of a portion of the cornfields property located near 6 Loudon Road, warrants an updated, expanded, coordinated and combined community vision for these assets.

SERVICE IMPACT: Long range plan for expansion and full utilization of this City owned property.

IMPACT IF NOT FUNDED: A significant recreational asset will remain underdeveloped.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	125,000	0	250,000	400,000	970,000	300,000	0	0	0	0	2,045,000
General	Donations	0	0	0	50,000	0	0	0	0	0	0	50,000
	Total	125,000	0	250,000	450,000	970,000	300,000	0	0	0	0	2,095,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	125,000	Community Visioning Charrette to establish a master plan for Kiwanis Park, the Everett Arena, and City owned cornfields between Terrill Park and Loudon Road (collectively referred to herein as the Merrimack River Recreation and Open Space Corridor). The goal of the process is to develop a comprehensive vision and strategy for these assets. Stakeholders include, but are not limited to, the public, Parks and Recreation Advisory Committee (RPAC), Arena Advisory Committee, Conservation Commission, City Council, Concord Crew, friends of the Skate Park, Friends of the Merrimack River Greenway Trail, as well as staff representatives applicable City Departments. From this process, a definitive Master Plan shall be developed and implemented for these properties.
		$125,000	2023 Subtotal
2025	General G.O. Bonds	250,000	Design and permitting for park improvements.
		$250,000	2025 Subtotal
2026	General G.O. Bonds	400,000	Construct new skateboard park and associated lighting is included in new Park Master Plan. City Share.
	General Donations	50,000	New skate board park. Donations and Grants share.
		$450,000	2026 Subtotal
2027	General G.O. Bonds	500,000	Construct parking lot improvements for the park side. Pavement shall consist of traditional asphalt pavement, as well as green parking surfaces. Parking lot improvements for the park shall be coordinated with proposed parking lot improvements for the Everett Arena (CIP #64).
	General G.O. Bonds	400,000	Construct field event space at Kiwanis Park if included in Park Master Plan.
	General G.O. Bonds	70,000	Add paved multi use trail from park to the Merrimack River Greenway Trail

PROJECT:		REC-GROUNDS	#60-Kiwanis (Waterfront) Park		
				$970,000	2027 Subtotal
2028	General	G.O. Bonds		300,000	Construct a covered pavilion with power and lighting for events.
				$300,000	2028 Subtotal
	TOTAL			$2,095,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Public Buildings

II. LOCATION: Various City Locations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

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

SERVICE IMPACT: Increased usability and reduced maintenance.

IMPACT IF NOT FUNDED: Deterioration of buildings will accelerate.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Close-out	49,250	0	0	0	0	0	0	0	0	0	49,250
General	G.O. Bonds	750,000	200,000	650,000	700,000	10,000	160,000	0	0	0	0	2,470,000
	Total	799,250	200,000	650,000	700,000	10,000	160,000	0	0	0	0	2,519,250

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2023	General	G.O. Bonds	750,000	White Park: Construct splash pad to replace existing pool.
	General	Capital Close-out	49,250	Green Street Community Center: Supplemental funds to augment FY2022 appropriation to complete roof, ceiling tile, and lighting improvements.
			$799,250	2023 Subtotal
2024	General	G.O. Bonds	200,000	Green St. Community Center: Window replacement (Phase II).
			$200,000	2024 Subtotal
2025	General	G.O. Bonds	650,000	Garrison Park: Pool replacement.
			$650,000	2025 Subtotal
2026	General	G.O. Bonds	700,000	Rollins Park: Pool replacement.
			$700,000	2026 Subtotal
2027	General	G.O. Bonds	10,000	West Street Ward House: LED lighting improvements.
			$10,000	2027 Subtotal
2028	General	G.O. Bonds	100,000	West Street Ward House: Replace wood floors.
	General	G.O. Bonds	35,000	West Street Ward House: Window replacement.
	General	G.O. Bonds	25,000	West Street Ward House: Replace acoustic ceiling tiles and insulation.
			$160,000	2028 Subtotal
	TOTAL		$2,519,250	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-PUBLIC PROPERTIES #64-Arena Improvements

I. PROJECT TYPE: Arena

II. LOCATION: Everett Arena

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

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

IV PREVIOUS FISCAL YEAR AUTHORIZED: June 1997 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	20,000	100,000	150,000	1,560,000	800,000	0	0	0	0	2,630,000
Arena	G.O. Bonds	0	0	0	0	0	0	0	0	75,000	0	75,000
	Total	0	20,000	100,000	150,000	1,560,000	800,000	0	0	75,000	0	2,705,000

PROJECT: GS-PUBLIC PROPERTIES #64-Arena Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	20,000	Phase 2 of ammonia system improvements per USEPA regulations.
		$20,000	2024 Subtotal
2025	General G.O. Bonds	100,000	Replace Munters Dehumidification System.
		$100,000	2025 Subtotal
2026	General G.O. Bonds	150,000	Replace Energy Management System.
		$150,000	2026 Subtotal
2027	General G.O. Bonds	1,500,000	Parking lot reconstruction. To be coordinated with CIP #60 Kiwanis Park.
	General G.O. Bonds	60,000	Condenser replacement.
		$1,560,000	2027 Subtotal
2028	General G.O. Bonds	800,000	Final design of a new lobby.
		$800,000	2028 Subtotal
2031	Arena G.O. Bonds	75,000	Membrane roof replacement.
		$75,000	2031 Subtotal
	TOTAL	$2,705,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Public Buildings

II. LOCATION: City Hall - Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	750,000	650,000	945,000	400,000	75,000	40,000	0	0	0	0	2,860,000
	Total	750,000	650,000	945,000	400,000	75,000	40,000	0	0	0	0	2,860,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	200,000	City Hall Annex: Replace interior HVAC chilled water piping system.
	General G.O. Bonds	175,000	Collections Division: Renovate office suite. Includes paint, ceiling tiles, and carpet.
	General G.O. Bonds	175,000	City Hall: Masonry improvements Phase II (Prince Street side).
	General G.O. Bonds	100,000	City Auditorium: Replace portion of ceiling, cupola roof, and associated insulation.
	General G.O. Bonds	100,000	Upgrade HVAC controls at the Municipal Complex. The current system was installed in 2006.
		$750,000	2023 Subtotal
2024	General G.O. Bonds	200,000	City Hall: Masonry improvements Phase III (Green Street side).
	General G.O. Bonds	200,000	City Hall: Replace interior HVAC chilled water piping system.
	General G.O. Bonds	200,000	City Hall: Renovate employee breakroom and kitchen.
	General G.O. Bonds	50,000	City Administration / Legal Department: Renovate office suite. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings.
		$650,000	2024 Subtotal
2025	General G.O. Bonds	450,000	City Hall: Renovate 6 restrooms.
	General G.O. Bonds	165,000	City Hall: In-kind replacement of handicap accessible entry ramp.
	General G.O. Bonds	100,000	Finance / Community Development Administration Office Renovation. Renovate office suite. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings.
	General G.O. Bonds	100,000	City Council Chambers renovation. Electrical upgrades, ceiling tile replacement, new LED lighting, paint interior and replace carpet.
	General G.O. Bonds	100,000	City Hall: Masonry improvements Phase IV (south side).
	General G.O. Bonds	30,000	Second Floor Conference Room Renovation. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings. Includes large 2nd Floor Conference Room and former Economic Development Director office suite.
		$945,000	2025 Subtotal

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

2026	General	G.O. Bonds	200,000	Community Development Engineering and Planning Divisions. Renovate office suites. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings
	General	G.O. Bonds	200,000	City Hall: Replace elevator (in-kind replacement).
			$400,000	2026 Subtotal
2027	General	G.O. Bonds	75,000	Human Resources and Public Information Officer. Renovate office suites. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings
			$75,000	2027 Subtotal
2028	General	G.O. Bonds	40,000	Renovate City Hall Lobby and 1st Floor Conference Room. Includes sheetrock repairs, paint, ceiling tiles, carpet, select furnishings
			$40,000	2028 Subtotal
	TOTAL		$2,860,000	

PROJECT: LIBRARY #68-Library

I. PROJECT TYPE: Public Buildings

II. LOCATION: 45 Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: In 1995, Tappe and Associates completed a comprehensive facility needs assessment of the library building at 45 Green Street. The survey recommended a variety of improvements to the roof of the library, windows, exterior surfaces and mechanical systems designed to protect the integrity of the structure. In addition, handicap accessibility related issues were identified and corrections proposed.

In October 2007 an updated library needs assessment was completed by J. Stewart Roberts Associates, Inc. This report, which was accepted by the City Council in December 2007, recommended that the City pursue construction of a new 40,000 SF public library in downtown Concord with associated parking areas. In September 2008 the City Council directed the formation of the 21st Century Library Task Force to conduct a fundraising feasibility study, develop estimates of operating costs for a new facility, as well as formal site selection study. The Task Force presented its findings to the City Council in January 2011. The Task Force's report reaffirmed the findings of the 2007 needs assessment and recommended that the City pursue acquisition of property in downtown for construction of a new facility.

During its review of the CIP in February 2018, the City Council directed the City Administration to revise this project to specifically contemplate renovation and potential expansion of the existing Green Street Library at the Municipal Campus.

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

SERVICE IMPACT: Improved library services for the community. The project would allow for a greater portion of the Library's collection to be displayed (much is currently in storage). The project would also feature more seating, meeting and programming space, an expanded supply of technology for public use, as well as provide for a more efficient use of building space and better access to parking for patrons.

PROJECT: LIBRARY #68-Library

IMPACT IF NOT FUNDED: Inability of library to expand its service or collection to meet the growing needs of the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Donations	0	0	0	0	233,500	2,335,000	0	0	0	0	2,568,500
General	G.O. Bonds	0	0	0	750,000	2,101,500	21,015,000	0	0	0	0	23,866,500
	Total	0	0	0	750,000	2,335,000	23,350,000	0	0	0	0	26,435,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	750,000	Property acquisition for expansion of Concord Public Library (Prince Street).
		$750,000	2026 Subtotal
2027	General G.O. Bonds	2,101,500	Design renovation and expansion of Green Street Library per Oudens Ello Architecture 2020 concept plan. Total anticipated cost of design is $2,335,000 based upon $23,350,000 projected construction cost. City share (90%).
	General Donations	233,500	Design renovation and expansion of Green Street Library per Oudens Ello Architecture 2020 concept plan. Total anticipated cost of design is $2,335,000 based upon $23,350,000 projected construction cost. Donation share (10%)
		$2,335,000	2027 Subtotal
2028	General G.O. Bonds	21,015,000	Construct renovation and expansion of Green Street Library per Oudens Ello Architecture 2020 concept plan. Total anticipated construction cost of $23,350,000 projected construction cost. City share 90%.
	General Donations	2,335,000	Construct renovation and expansion of Green Street Library per Oudens Ello Architecture 2020 concept plan. Total anticipated construction cost of $23,350,000 projected construction cost. Donation share.

PROJECT:	LIBRARY	#68-Library		
			$23,350,000	2028 Subtotal
TOTAL			$26,435,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The 2006 Airport Master Plan outlined a capital improvement program to acquire property available in the runway protection zone for Runway 17/35 located near Grant and Greeley Streets. Property acquisition began in 2005. In 2008, the City purchased seven of the eight properties targeted for acquisition using FAA grants. At the time, the owner of the eighth property did not wish to sell. The City will revisit this possible acquisition with the property owner in the future.

SERVICE IMPACT: Provides for compliance with Federal Aviation Administration mandated control of safety areas.

IMPACT IF NOT FUNDED: Possible loss of future Federal funding for Airport capital projects due to noncompliance with Federal Aviation Administration safety mandates.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Airport	Capital Transfer	0	0	0	23,750	0	0	0	0	0	0	23,750
Other	Federal	0	0	0	427,500	0	0	0	0	0	0	427,500
Other	State	0	0	0	23,750	0	0	0	0	0	0	23,750
	Total	0	0	0	475,000	0	0	0	0	0	0	475,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other Federal	427,500	Acquire available property in Runway 17 protection zone. Federal Share.
	Airport Capital Transfer	23,750	City share of acquisition project.
	Other State	23,750	State share of acquisition project.
		$475,000	2026 Subtotal
	TOTAL	$475,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Reclaim runways 17/35 and 3/21, as recommended in the 2006 Airport Master Plan.

SERVICE IMPACT: Routine preventative maintenance shall extend the useful life of the asset, as well as reduce long-term maintenance and repair costs.

IMPACT IF NOT FUNDED: Decreased life of pavement resulting in functional obsolete facility and potential loss of market share to other local general aviation airports.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Airport	Capital Transfer	0	0	0	27,778	0	0	0	1,000	0	0	28,778
Other	State	0	0	0	27,778	147,778	147,778	50,000	1,000	0	0	374,334
Airport	G.O. Bonds	0	0	0	0	147,778	147,778	50,000	0	0	0	345,556
Other	Federal	0	0	0	500,000	2,660,000	2,660,000	900,000	18,000	0	0	6,738,000
	Total	0	0	0	555,556	2,955,556	2,955,556	1,000,000	20,000	0	0	7,486,668

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other Federal	500,000	Design runway 17/35 reclamation project, including upgraded signage and lighting on the airfield to comply with current FAA regulations. Complete drainage repairs in the vicinity of the ramp area as recommended in the 2006 Airport Master Plan Storm Water Pollution Prevention Plan (SWPPP). The runway will be shifted 300 feet to the south to comply with Runway Safety Determination Study.
	Other State	27,778	Design the reclaim runway 17/35. State share.
	Airport Capital Transfer	27,778	Design the reclaim runway 17/35. City share.
		$555,556	2026 Subtotal
2027	Other Federal	2,660,000	Phase I (North Side) - Reclaim runway 17/35 and upgrade signage and lighting on the airfield to comply with current FAA regulations. Complete drainage repairs in the vicinity of the ramp area as recommended in the Airport Master Plan SWPPP.
	Airport G.O. Bonds	147,778	Reclaim runway 17/35. City share.
	Other State	147,778	Reclaim runway 17/35. State share.
		$2,955,556	2027 Subtotal
2028	Other Federal	2,660,000	Phase II (South Side) - Reclaim runway 17/35 and upgrade signage and lighting on the airfield to comply with current FAA regulations. Complete drainage repairs in the vicinity of the ramp area as recommended in the Airport Master Plan SWPPP. Shift runway 300 feet to the south to comply with Runway Determination Safety Study.
	Other State	147,778	Reclaim runway 17/35. State share.
	Airport G.O. Bonds	147,778	Reclaim runway 17/35. City Share.
		$2,955,556	2028 Subtotal
2029	Other Federal	900,000	Design and Reclaim taxiway on abandoned runway 3/21, north section. Federal share.
	Airport G.O. Bonds	50,000	Reclaim taxiway on abandoned runway 3/21, north section. City share.
	Other State	50,000	Reclaim taxiway on abandoned runway 3/21, north section. State share.
		$1,000,000	2029 Subtotal

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

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

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Project entails general maintenance of city-owned infrastructure at the airport, which are not reimbursable by the Federal Aviation Administration or State of New Hampshire. Typical projects include hanger repairs, improvements to the terminal building, as well as refurbishment of parking areas.

SERVICE IMPACT: Routine maintenance of infrastructure is required to avoid potential liability with deteriorated facilities, as well as to create an environment to spur growth and economic development at the airport.

IMPACT IF NOT FUNDED: Deteriorated buildings will result in higher operating and maintenance cost, as well as potential liabilities for the City.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Airport	G.O. Bonds	0	200,000	0	0	0	0	0	0	0	0	200,000
Airport	Capital Transfer	15,000	0	10,000	10,000	10,000	0	0	0	0	0	45,000
	Total	15,000	200,000	10,000	10,000	10,000	0	0	0	0	0	245,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Airport Capital Transfer	15,000	Hangar maintenance and repairs.
		$15,000	2023 Subtotal
2024	Airport G.O. Bonds	150,000	Hangar roof replacement.
	Airport G.O. Bonds	50,000	Refurbish/replace outdated heating equipment in the terminal building.
		$200,000	2024 Subtotal
2025	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		$10,000	2025 Subtotal
2026	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		$10,000	2026 Subtotal
2027	Airport Capital Transfer	10,000	Tree removal. Ongoing maintenance item to meet FAA requirements.
		$10,000	2027 Subtotal
	TOTAL	$245,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to purchase new winter operations equipment for the Airport, as well as make improvements to the building used to store said equipment.

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

IMPACT IF NOT FUNDED: Potential loss of future FAA grant funding for infrastructure improvements. Inability to remove snow from airport to meet grant assurances. Inability to keep the Airport operational during winter storms.

IV PREVIOUS FISCAL YEAR AUTHORIZED: July 1999 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Other State	0	0	0	0	35,000	0	0	0	0	0	35,000
Airport Capital Transfer	0	0	0	0	35,000	0	0	0	0	0	35,000
Other Federal	0	0	0	0	630,000	0	0	0	0	0	630,000
Total	0	0	0	0	700,000	0	0	0	0	0	700,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Other Federal	630,000	Purchase new snow blower ($250,000), tow-behind sweeper ($60,000), sander with liquid system ($15,000) and ice spreader for dump truck with plow ($15,000) snow removal equipment. Federal share.
	Other State	35,000	State share.
	Airport Capital Transfer	35,000	City share.
		$700,000	2027 Subtotal
	TOTAL	$700,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Street Rehabilitation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

There are generally two techniques used to improve streets; cold planing and reclaiming. Cold planing and overlaying involves removal of the top 1-2" of existing pavement with a milling machine, followed by the installation of new pavement. Reclaiming involves in-place crushing and recycling of all underlying asphalt and gravel road base, which is then graded and compacted to form the foundation for new pavement.

All streets scheduled for cold plane / overlay or reclamation receive drainage improvements, as might be required to correct existing deficiencies in order to prolong longevity of the roadway.

Crack sealing is also included within this project in order to prolong the longevity of past paving projects.

SERVICE IMPACT: Improved roadway surfaces and drainage infrastructure. Reduced maintenance. Improved drivability / rideability for motorists.

IMPACT IF NOT FUNDED: Deferred maintenance results in increased deterioration of roadway infrastructure, thus necessitating more involved and expensive repairs in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years) 20

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Highway Reserve	2,655,000	2,710,000	2,710,000	2,800,000	2,800,000	2,900,000	2,900,000	3,000,000	3,000,000	3,100,000	28,575,000
	Total	2,655,000	2,710,000	2,710,000	2,800,000	2,800,000	2,900,000	2,900,000	3,000,000	3,000,000	3,100,000	28,575,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action

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

2023	General	Highway Reserve	2,390,000	MAINTENANCE OVERLAYS: Bog Rd; Full Length RECLAIM: Barnett St (P); Full Length Bonney St (P); Full Length Brodeur St (P); Full Length Bye St (P); Full Length Canal St (P); Village St to Community Dr Chandler St (P); Full Length Coral St (P); Full Length Dolphin St; Full Length Electric Ave (P); Full Length Elliott St (P); Full Length Fifield St (P); Full Length Hardy Ave; Full Length Lilac St (P); Full Length MacCoy St (P); Full Length Maitland St; Full Length Matthew St; Full Length Merrimack St (P); Full Length Shaw St (P); Full Length Stark St; Full Length Steeple View (P); Full Length Stone St; Bow to Broadway Summer St (P); Full Length Sweatt St (P); Full Length Tanner St (P); Full Length Webster Pl (P); Elm to Boscawen Town Line Winter St (P); Full Length
	General	Highway Reserve	140,000	Pavement preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			$2,655,000	2023 Subtotal

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

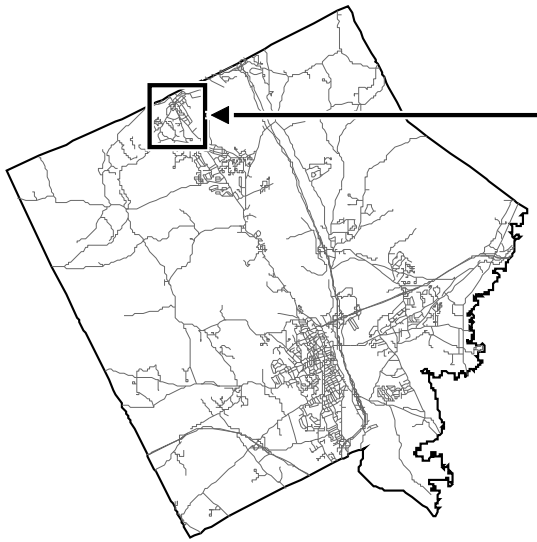
2024	General Highway Reserve	2,475,000	MAINTENANCE OVERLAY: Abbott Rd; Alder Creek to Village St River Rd; Full Length RECLAIM: Airport Rd; Loudon Rd to #184 Airport Rd Chenell Dr; Pembroke Rd to Regional Dr Lawrence St; Full Length Pembroke Rd; Full Length Stickney Hill Rd; Full Length Millstone Dt; Full Length Spillway Ln; Full Length
	General Highway Reserve	110,000	Pavement preservation.
	General Highway Reserve	100,000	Drainage repairs.
	General Highway Reserve	25,000	Emergency overlays.
		$2,710,000	2024 Subtotal
2025	General Highway Reserve	2,385,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General Highway Reserve	200,000	Pavement preservation.
	General Highway Reserve	100,000	Drainage repairs.
	General Highway Reserve	25,000	Emergency overlays.
		$2,710,000	2025 Subtotal
2026	General Highway Reserve	2,475,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General Highway Reserve	200,000	Pavement preservation.
	General Highway Reserve	100,000	Drainage repairs.
	General Highway Reserve	25,000	Emergency overlays.
		$2,800,000	2026 Subtotal
2027	General Highway Reserve	2,475,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General Highway Reserve	200,000	Pavement preservation.

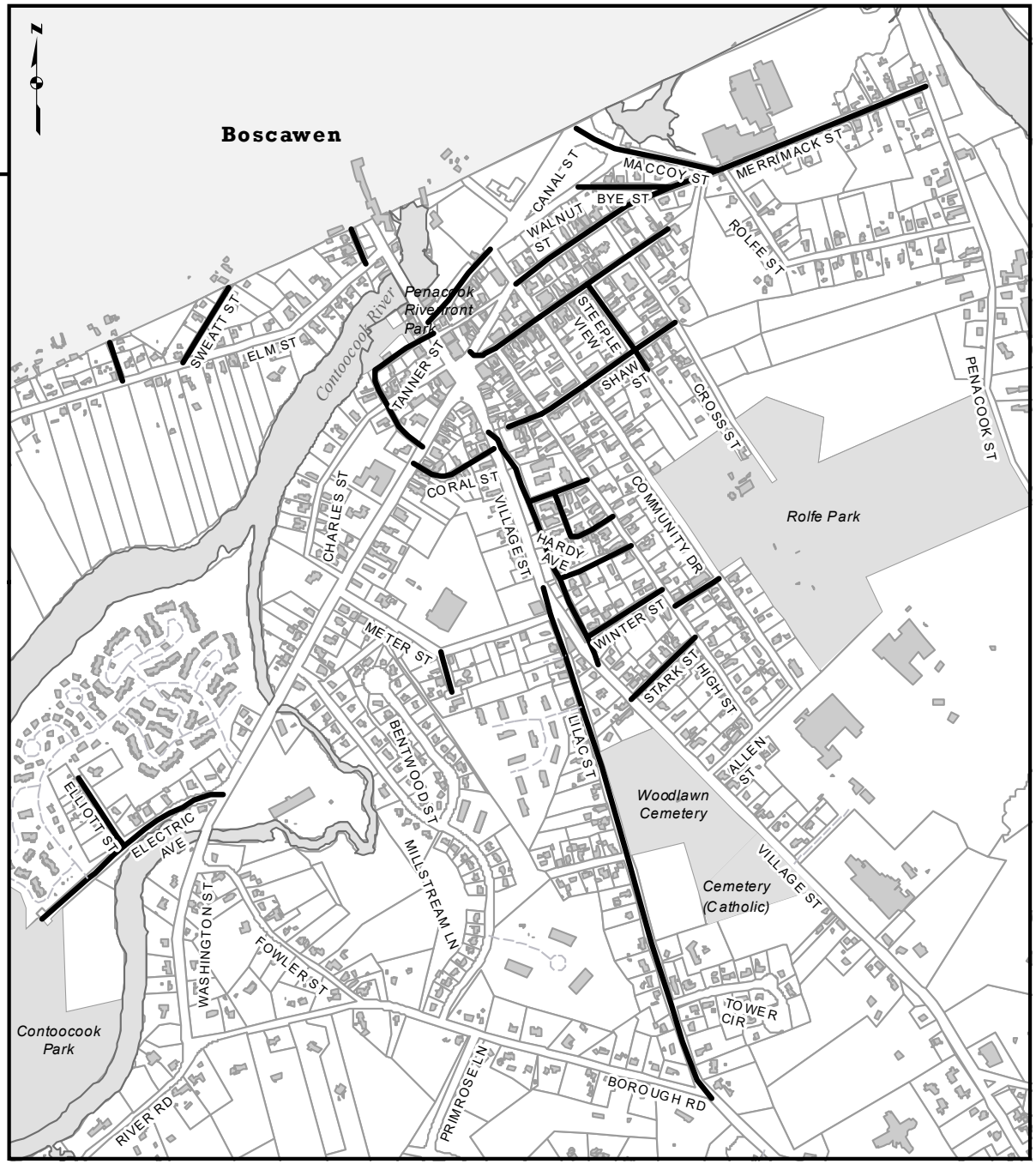
PROJECT: GS-HIGHWAY / UTILITIES #78-Annual Highway Improvement Program

	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			$2,800,000	2027 Subtotal
2028	General	Highway Reserve	2,575,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			$2,900,000	2028 Subtotal
2029	General	Highway Reserve	2,575,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			$2,900,000	2029 Subtotal
2030	General	Highway Reserve	2,675,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			$3,000,000	2030 Subtotal
2031	General	Highway Reserve	2,675,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			$3,000,000	2031 Subtotal

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

2032	General	Highway Reserve	2,775,000	Reclaim, cold plane/overlay, & maintenance overlay selected streets.
	General	Highway Reserve	200,000	Pavement Preservation.
	General	Highway Reserve	100,000	Drainage repairs.
	General	Highway Reserve	25,000	Emergency overlays.
			$3,100,000	2032 Subtotal
	TOTAL		$28,575,000	





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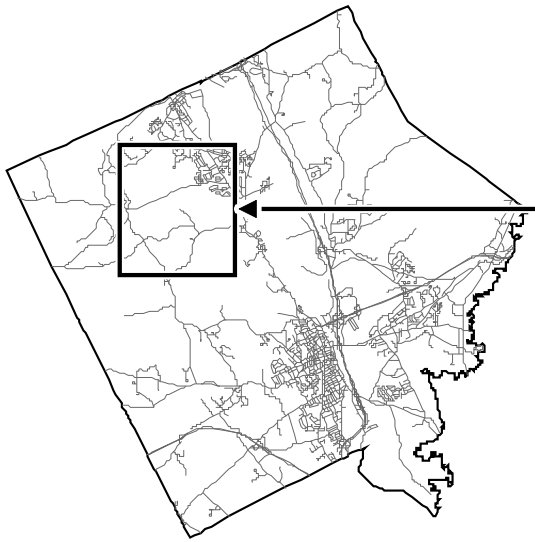
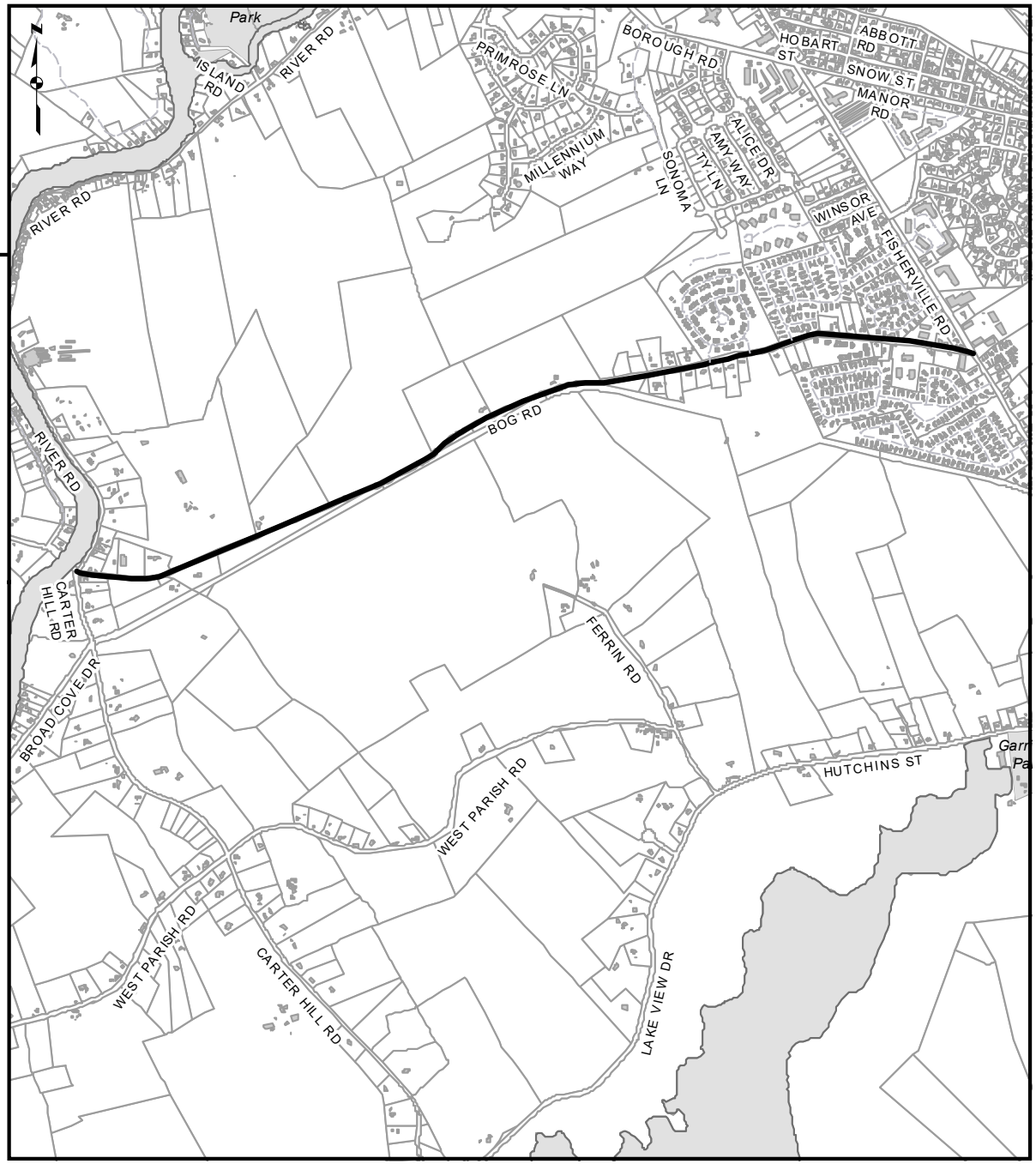
Not to Scale

FY 2023
CIP PROJECT #78

ANNUAL HIGHWAY IMPROVEMENT PROGRAM





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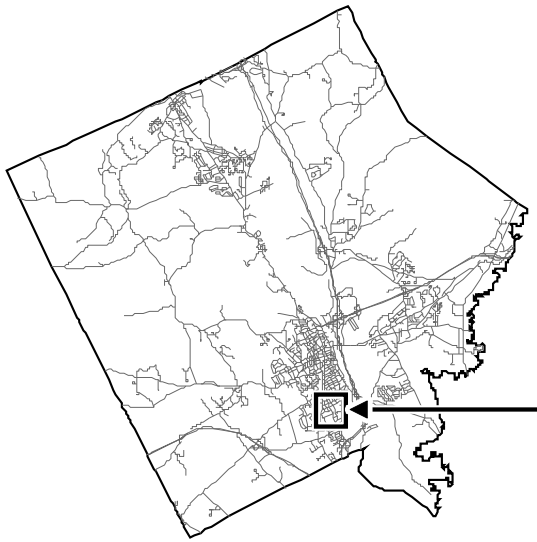
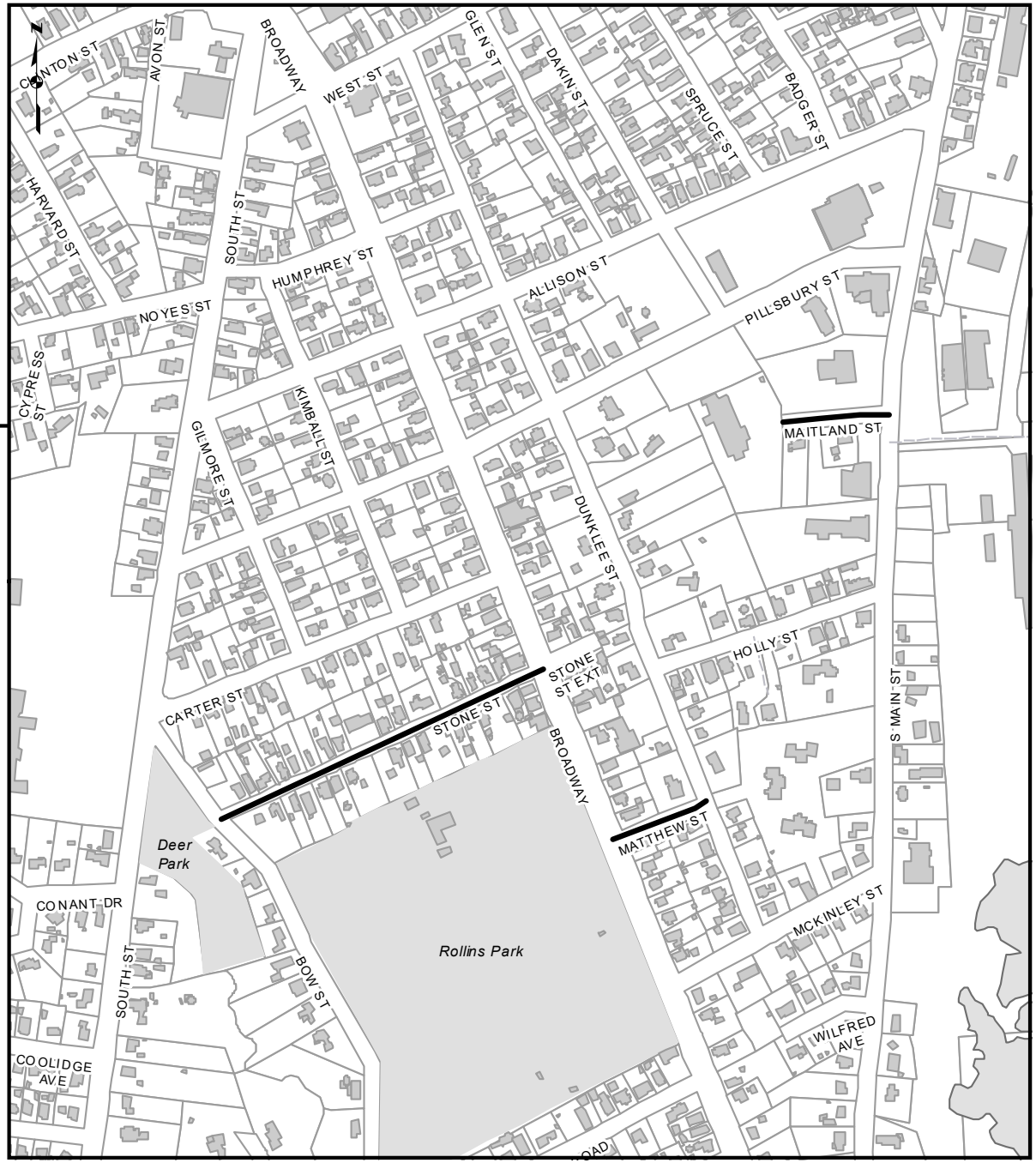
FY 2023
CIP PROJECT #78

ANNUAL HIGHWAY IMPROVEMENT PROGRAM





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Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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Not to Scale

FY 2023
CIP PROJECT #78

ANNUAL HIGHWAY IMPROVEMENT PROGRAM

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Storm Sewer

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: A City-wide master plan of existing storm drainage facilities was completed and approved by City Council in 2007. The study included a comprehensive field assessment of existing conditions, location surveys and mapping of the entire drainage system/drainage areas in the GIS system. Results of the study are being used to prioritize maintenance activities and provide a plan for storm drainage replacement and/or expansion of the system.

The purpose of this project is to design and construct replacement and significant improvements to the City's storm water drainage system, including the potential to create a dedicated funding source through the development of a storm water enterprise fund.

SERVICE IMPACT: Provides for long-term prioritization of storm sewer repairs and replacement and evaluation of system adequacy to meet regulatory requirements.

IMPACT IF NOT FUNDED: Potential for system failures and regulatory violations.

IV PREVIOUS FISCAL YEAR AUTHORIZED: June 1997 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 30 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Close-out	150,000	0	0	0	0	0	0	0	0	0	150,000
General	G.O. Bonds	0	0	500,000	1,000,000	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,000,000
	Total	150,000	0	500,000	1,000,000	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,150,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2023	General	Capital Close-out	150,000	Portsmouth Street: Replace failing 48 inch corrugated metal pipe culvert east of I-393 near #275 Portsmouth Street.
			$150,000	2023 Subtotal
2025	General	G.O. Bonds	500,000	Placeholder: Drainage infrastructure improvements.
			$500,000	2025 Subtotal
2026	General	G.O. Bonds	1,000,000	Placeholder: Drainage infrastructure improvements.
			$1,000,000	2026 Subtotal
2027	General	G.O. Bonds	1,000,000	Placeholder: Drainage infrastructure improvements.
			$1,000,000	2027 Subtotal
2028	General	G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
			$1,500,000	2028 Subtotal
2029	General	G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
			$1,500,000	2029 Subtotal
2030	General	G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
			$1,500,000	2030 Subtotal
2031	General	G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
			$1,500,000	2031 Subtotal
2032	General	G.O. Bonds	1,500,000	Placeholder: Drainage infrastructure improvements.
			$1,500,000	2032 Subtotal

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

TOTAL	$10,150,000

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide for routine cleaning and lining of potable water mains throughout the City.

SERVICE IMPACT: Routine cleaning and lining helps to maintain water quality, as well as water pressure. Project will also help eliminate leaks.

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

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Water	G.O. Bonds	0	0	575,000	260,000	0	575,000	0	0	1,040,000	0	2,450,000
Water	Capital Transfer	0	0	0	0	0	0	0	0	0	40,000	40,000
	Total	0	0	575,000	260,000	0	575,000	0	0	1,040,000	40,000	2,490,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water G.O. Bonds	575,000	Design and line approximately 2,800 LF of 10" water main on School Street from Rum Hill Road to Westbourne Road.
		$575,000	2025 Subtotal
2026	Water G.O. Bonds	260,000	Design and line approximately 1,250 LF of 8" water mains on Orion Street and Valley Road.
		$260,000	2026 Subtotal
2028	Water G.O. Bonds	575,000	Design and line Fernald St, 532 LF; Ormond St, 650 LF; Winthrop St, 720 LF; Fifield St, 200 LF; and Welch St, 285 LF.
		$575,000	2028 Subtotal
2031	Water G.O. Bonds	1,040,000	Design and line of approximately 5,500 LF of water mains on Ridge Road, School Street and Valley Street.
		$1,040,000	2031 Subtotal
2032	Water Capital Transfer	40,000	Design Curtice Ave, Edgemont St, Engle St, Ferry St, Foster St, Prospect St, Blanchard St, Essex St (North), and Rowell St.
		$40,000	2032 Subtotal
	TOTAL	$2,490,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 90

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Water	G.O. Bonds	0	0	0	0	0	0	0	0	3,000,000	4,000,000	7,000,000
	Total	0	0	0	0	0	0	0	0	3,000,000	4,000,000	7,000,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2031	Water G.O. Bonds	3,000,000	Replace 8 inch main on Portsmouth Street (East Side Drive to water tank), Industrial Park Drive (entire length), as well as Oak Street and Fuller Street.
		$3,000,000	2031 Subtotal

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

2032	Water	G.O. Bonds	4,000,000	Replace approximately 10,000LF of 4 inch, 6 inch, and 8 inch mains city wide.
			$4,000,000	2032 Subtotal
	TOTAL		$7,000,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Water Distribution System

II. LOCATION: See Attached List

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 90

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Water	Capital Transfer	0	10,000	0	0	0	0	0	0	0	0	10,000
Water	G.O. Bonds	0	0	1,000,000	0	0	0	0	0	0	0	1,000,000
	Total	0	10,000	1,000,000	0	0	0	0	0	0	0	1,010,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Water Capital Transfer	10,000	Design 2,700LF of 12 inch main from Black Hill Road and Manchester Street to Garvins Falls Road. Project to be coordinated with CIP #36.
		$10,000	2024 Subtotal
2025	Water G.O. Bonds	1,000,000	Construct 2,700LF of 12 inch main from Black Hill Road and Manchester Street to Garvins Falls Road. Project to be coordinated with CIP #36.
		$1,000,000	2025 Subtotal
	TOTAL	$1,010,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-WATER #88-Water Plant Improvements

I. PROJECT TYPE: Water Treatment

II. LOCATION: Hutchins Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

SERVICE IMPACT: Preserve or improve the reliability and efficiency of Water Treatment Plant and associated equipment.

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

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Water	Capital Close-out	199,762	0	0	0	0	0	0	0	0	0	199,762
Water	G.O. Bonds	190,000	75,000	80,000	100,000	400,000	400,000	0	950,000	1,025,000	120,000	3,340,000
	Total	389,762	75,000	80,000	100,000	400,000	400,000	0	950,000	1,025,000	120,000	3,539,762

PROJECT: GS-WATER #88-Water Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Water Capital Close-out	199,762	Replace four filter effluent valves. Closeout share.
	Water G.O. Bonds	100,000	Replace four filter effluent valves.
	Water G.O. Bonds	75,000	Laboratory countertops and cabinet replacements.
	Water G.O. Bonds	15,000	Administrative area repairs.
		$389,762	2023 Subtotal
2024	Water G.O. Bonds	75,000	Water Treatment Plant window replacement.
		$75,000	2024 Subtotal
2025	Water G.O. Bonds	80,000	Replace eight flocculator units.
		$80,000	2025 Subtotal
2026	Water G.O. Bonds	100,000	Rebuild four treatment trains (concrete improvements).
		$100,000	2026 Subtotal
2027	Water G.O. Bonds	400,000	Filter and underdrain improvements.
		$400,000	2027 Subtotal
2028	Water G.O. Bonds	400,000	Filter and underdrain improvements.
		$400,000	2028 Subtotal
2030	Water G.O. Bonds	800,000	Plant filter re-build.
	Water G.O. Bonds	150,000	Plant boiler replacement.
		$950,000	2030 Subtotal
2031	Water G.O. Bonds	500,000	Rebuilding of treatment trains (concrete improvements).

PROJECT: GS-WATER #88-Water Plant Improvements

	Water	G.O. Bonds	200,000	Rebuild plant filter.
	Water	G.O. Bonds	175,000	Plant roof rehabilitation.
	Water	G.O. Bonds	150,000	Warehouse building improvements (roof, walls, and storage areas).
			$1,025,000	2031 Subtotal
2032	Water	G.O. Bonds	120,000	Flooring replacement.
			$120,000	2032 Subtotal
	TOTAL		$3,539,762	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: 125 Hall Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: In FY2005 the engineering firm Fay, Spofford and Thorndike conducted an evaluation of odor related issues at the Hall Street Waste Water Treatment Plant. Per the findings of this evaluation, a multiphase implementation plan was established to construct improvements at the plant to reduce the impact of odors on the surrounding neighborhood. This project provides funding for design and construction of various odor control systems for both the solids and liquids treatment processes conducted at the facility.

SERVICE IMPACT: Improved abatement of plant related odors in surrounding neighborhoods. Operating costs will increase due to additional power, chemical and maintenance requirements.

IMPACT IF NOT FUNDED: Forgo reduction in odor emissions.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Sewer	G.O. Bonds	0	0	0	0	0	450,000	7,100,000	0	100,000	0	7,650,000
	Total	0	0	0	0	0	450,000	7,100,000	0	100,000	0	7,650,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Sewer G.O. Bonds	275,000	Design complete refurbishment of second biotower. Project to include structural repair, new media and distribution system, and enclosure for odor.
	Sewer G.O. Bonds	175,000	Design Phase 2 liquid stream odor control improvements. Phase 2 includes full surface covers for the primary clarifiers, associated ductwork, connection to the existing in-ground biofilter system constructed during Phase 1 improvements.
		$450,000	2028 Subtotal
2029	Sewer G.O. Bonds	4,300,000	Construction of biotower improvements designed in FY 2028.
	Sewer G.O. Bonds	2,800,000	Construction of odor control improvements designed in FY 2028. Construction engineering services estimated at $250,000 and construction at $2,550,000.
		$7,100,000	2029 Subtotal
2031	Sewer G.O. Bonds	100,000	Odor control monitoring study.
		$100,000	2031 Subtotal
	TOTAL	$7,650,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Sewer Collection

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

SERVICE IMPACT: Reduced maintenance and improved service.

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

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

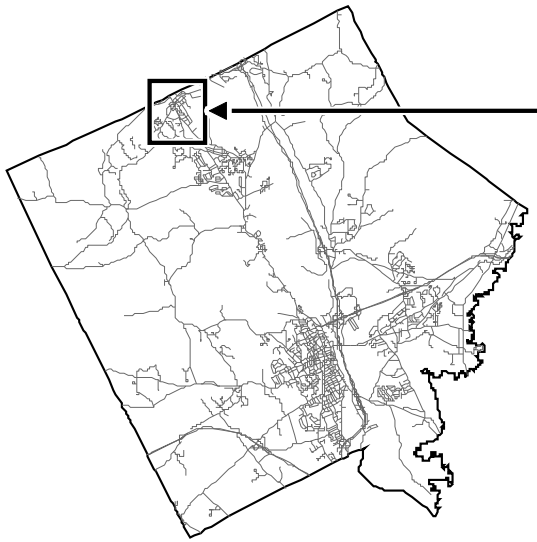
Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Sewer	Capital Transfer	40,000	50,000	40,000	40,000	40,000	40,000	40,000	40,000	80,000	0	410,000
Sewer	G.O. Bonds	400,000	0	115,000	0	0	550,000	0	0	0	4,000,000	5,065,000
	Total	440,000	50,000	155,000	40,000	40,000	590,000	40,000	40,000	80,000	4,000,000	5,475,000

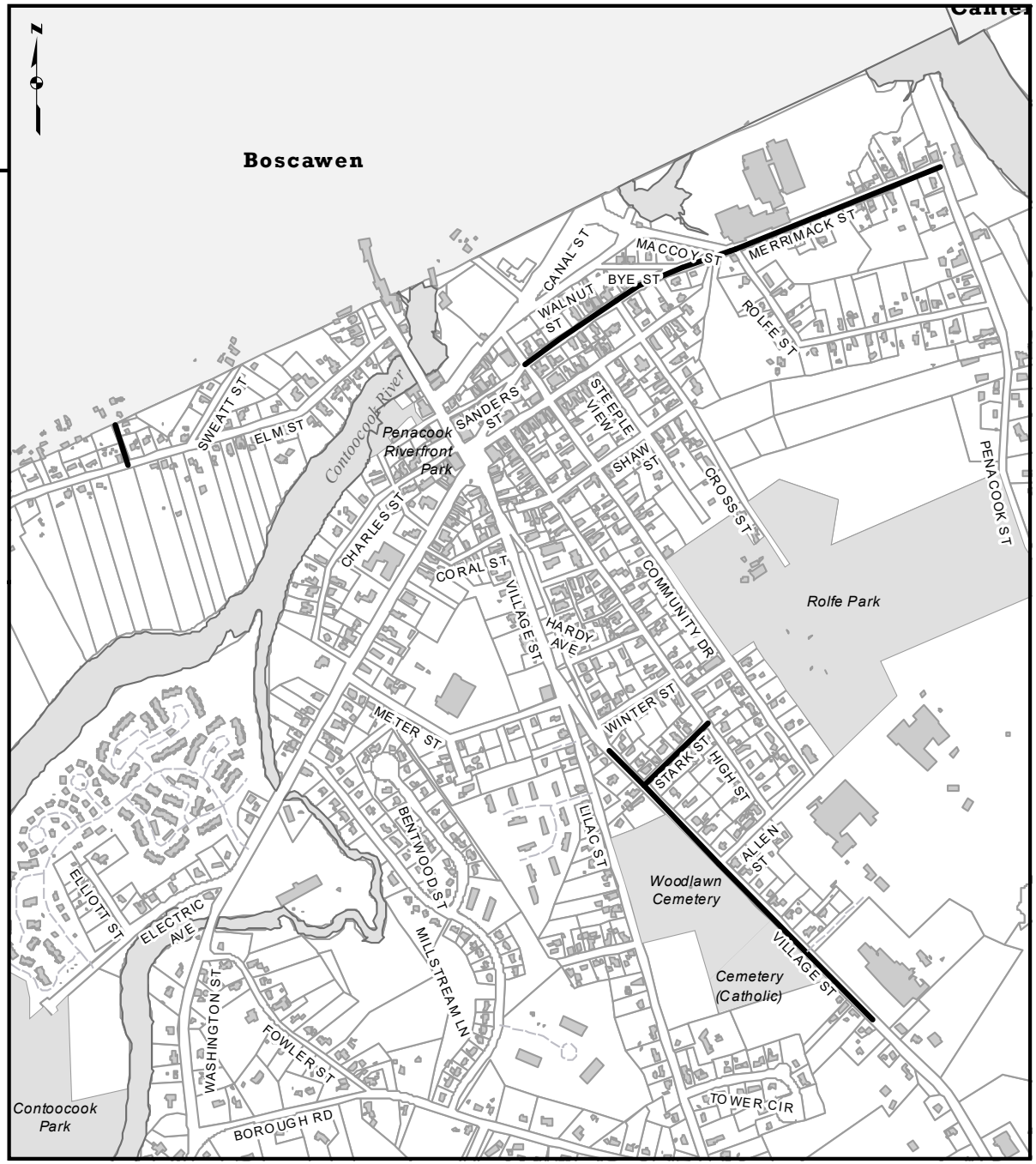
PROJECT: CD-ENGINEERING SERVICES #91-Sewer Main Rehabilitation and Construction

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Sewer G.O. Bonds	400,000	Line portions of sewer main on Merrimack Street (Penacook), Village Street (from Bonney St. to #88 Village St.), Chandler St., Cypress St., Stark St., South Fruit St. and Woodman St. Pending bid prices, additional streets may be added to scope of work.
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance: #40 Elm Street to Village Street. Approximately 1,060 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
		$440,000	2023 Subtotal
2024	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance: Cross country from Ridge Rd. to School St. - Phase 1. Approximately 1,400 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
	Sewer Capital Transfer	10,000	Design the lining of Granite Ave., North State St., Martin St. and Prospect St.
		$50,000	2024 Subtotal
2025	Sewer G.O. Bonds	115,000	Line 2,600LF of 8, 10 and 12 inch main on portions of Granite Ave., North State St., Martin St. and Prospect St. Pending bid prices, additional streets may be added to scope of work.
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance: Cross country from Ridge Rd. to School St. - Phase 2. Approximately 1,400 LF of brush and tree clearing, reclaim, rip rap, loam and seed.
		$155,000	2025 Subtotal
2026	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$40,000	2026 Subtotal
2027	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$40,000	2027 Subtotal
2028	Sewer G.O. Bonds	550,000	Design and upgrade 1,500 feet of 15" sewer main on Manchester Street in the vicinity of Old Turnpike Road to accommodate Garvins Falls development and New Hampshire Department of Environmental Services sewer capacity requirements.
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.

PROJECT:	CD-ENGINEERING SERVICES		#91-Sewer Main Rehabilitation and Construction
		$590,000	2028 Subtotal
2029	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$40,000	2029 Subtotal
2030	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$40,000	2030 Subtotal
2031	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
	Sewer Capital Transfer	40,000	Interceptor Access Road Maintenance.
		$80,000	2031 Subtotal
2032	Sewer G.O. Bonds	4,000,000	Design and line an estimated 15 miles of various size verified clay sewer pipe through out the city.
		$4,000,000	2032 Subtotal
	TOTAL	$5,475,000	





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City of Concord, New Hampshire

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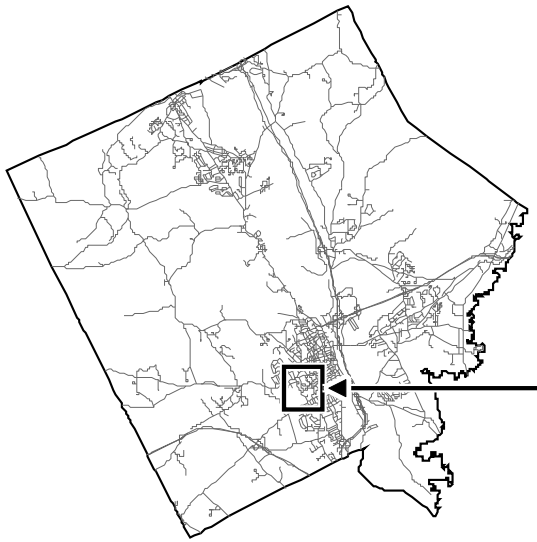
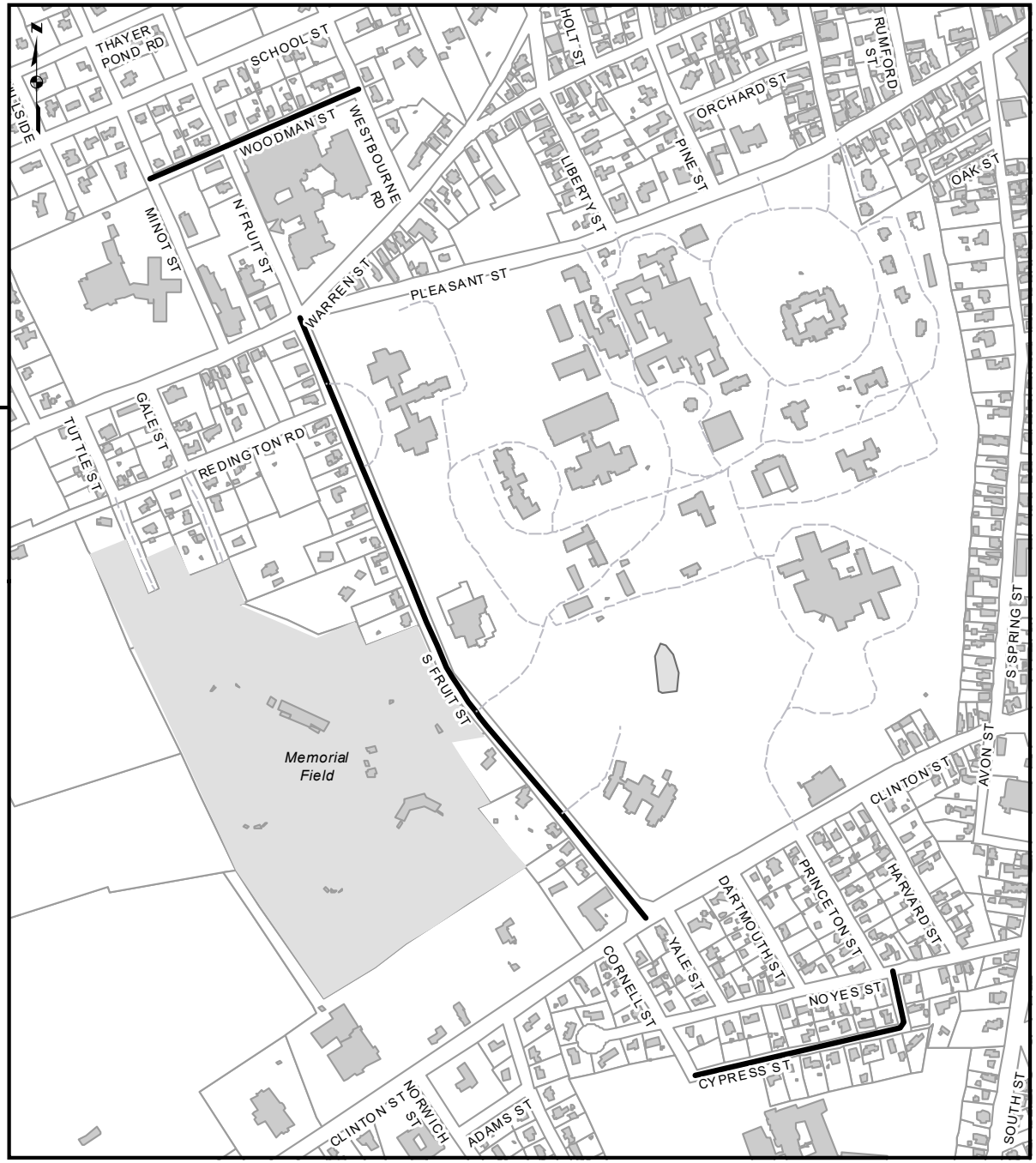
FY 2023
CIP PROJECT #91

SEWER MAIN REHABILITATION AND CONSTRUCTION





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FY 2023
CIP PROJECT #91

SEWER MAIN REHABILITATION AND CONSTRUCTION

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: 125 Hall Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to implement a variety of improvements as recommended in the 2014 evaluation of the City's Wastewater Treatment Facilities. Projects included within this CIP address code and safety issues, as well as immediate and long-term capital needs.

SERVICE IMPACT: Provides planned upgrade and renovation of existing infrastructure to provide short-term and long-term reliability, meet code and regulation modifications established since the plant was built, and improve overall efficiency.

IMPACT IF NOT FUNDED: Potential for increased operating and maintenance costs over time; potential for costly emergency repairs or replacements as outdated components fail; potential compliance issues with applicable codes and regulations.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Sewer	Capital Transfer	15,000	0	0	0	0	0	0	0	0	0	15,000
Sewer	G.O. Bonds	2,800,000	800,000	1,725,000	6,000,000	5,900,000	2,550,000	3,250,000	2,800,000	2,010,000	2,750,000	30,585,000
	Total	2,815,000	800,000	1,725,000	6,000,000	5,900,000	2,550,000	3,250,000	2,800,000	2,010,000	2,750,000	30,600,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Sewer G.O. Bonds	2,400,000	Screw Pump replacement.
	Sewer G.O. Bonds	400,000	SCADA processor replacement.
	Sewer Capital Transfer	15,000	Replacement of four wheel drive mower.
		$2,815,000	2023 Subtotal
2024	Sewer G.O. Bonds	650,000	Administration Building HVAC replacement.
	Sewer G.O. Bonds	100,000	Sludge loading conveyor refurbishment.
	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
	Sewer G.O. Bonds	25,000	Replacement of automated security gate.
		$800,000	2024 Subtotal
2025	Sewer G.O. Bonds	700,000	Design engineering of dewatering system upgrades.
	Sewer G.O. Bonds	500,000	Allowance for concrete / structural repairs.
	Sewer G.O. Bonds	325,000	Renovation of administration area to address ADA compliance issues, and repair / replace damaged and worn materials and finishes.
	Sewer G.O. Bonds	100,000	Pavement repairs.
	Sewer G.O. Bonds	75,000	Aeration system diffuser replacement.
	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		$1,725,000	2025 Subtotal
2026	Sewer G.O. Bonds	6,000,000	Construction of dewatering upgrades.
		$6,000,000	2026 Subtotal
2027	Sewer G.O. Bonds	4,250,000	Equipment replacement - Motor Control Center.
	Sewer G.O. Bonds	600,000	Renovate administrative offices and laboratory.
	Sewer G.O. Bonds	300,000	Refurbish first of two sludge holding tanks. Project entails repair of deteriorating concrete and recoating

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

			of interior concrete surfaces.
	Sewer G.O. Bonds	300,000	SCADA system upgrades.
	Sewer G.O. Bonds	275,000	Replace clarifier drain valves and inlet gates.
	Sewer G.O. Bonds	150,000	Replace roof on Admin Gravity Belt Thickener (AGBT) room with EDPM membrane roof system.
	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		$5,900,000	2027 Subtotal
2028	Sewer G.O. Bonds	2,000,000	Grit removal equipment replacement.
	Sewer G.O. Bonds	300,000	Refurbish second of two sludge holding tanks. Project entails repair of deteriorating concrete and recoating of interior concrete surfaces.
	Sewer G.O. Bonds	225,000	Effluent disinfection system upgrades.
	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		$2,550,000	2028 Subtotal
2029	Sewer G.O. Bonds	2,900,000	Influent bar rack and wash press replacement.
	Sewer G.O. Bonds	325,000	Sludge holding tank mixing system upgrade.
	Sewer G.O. Bonds	25,000	Structural concrete coatings, including process equipment and related piping corrosion protection coatings.
		$3,250,000	2029 Subtotal
2030	Sewer G.O. Bonds	1,500,000	Plant water piping replacement.
	Sewer G.O. Bonds	1,200,000	Road paving.
	Sewer G.O. Bonds	100,000	Structural coatings for chlorine building ceiling beams.
		$2,800,000	2030 Subtotal
2031	Sewer G.O. Bonds	1,000,000	Wastewater process gate replacement.
	Sewer G.O. Bonds	575,000	Administration building roof replacement.
	Sewer G.O. Bonds	375,000	Primary sludge pump replacement.
	Sewer G.O. Bonds	60,000	Chemical tank replacement administration building.
		$2,010,000	2031 Subtotal

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

2032	Sewer	G.O. Bonds	2,500,000	Plant wide piping replacement
	Sewer	G.O. Bonds	250,000	Tunnel ventilation system improvements.
			$2,750,000	2032 Subtotal
	TOTAL		$30,600,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Golf

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

IMPACT IF NOT FUNDED: Without routine investments, the facility will deteriorate resulting in loss of market share, as well as more expensive repairs and renovations in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	490,000	4,500,000	0	0	0	0	0	0	100,000	0	5,090,000
Golf	G.O. Bonds	0	11,000	60,000	25,000	11,000	35,000	35,000	12,000	0	0	189,000
	Total	490,000	4,511,000	60,000	25,000	11,000	35,000	35,000	12,000	100,000	0	5,279,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	490,000	Design new Club House and Parking Lot. (General Fund share).
		$490,000	2023 Subtotal
2024	General G.O. Bonds	4,500,000	Construct new Club House and Parking Lot. (General Fund share).
	Golf G.O. Bonds	11,000	Golf simulator upgrades.
		$4,511,000	2024 Subtotal
2025	Golf G.O. Bonds	60,000	Maintenance Facility improvements.
		$60,000	2025 Subtotal
2026	Golf G.O. Bonds	25,000	Design and construct a new 16' X 20' Maintenance Storage Building.
		$25,000	2026 Subtotal
2027	Golf G.O. Bonds	11,000	Golf simulator upgrades.
		$11,000	2027 Subtotal
2028	Golf G.O. Bonds	35,000	Range Shed building improvements.
		$35,000	2028 Subtotal
2029	Golf G.O. Bonds	35,000	Pump House improvements.
		$35,000	2029 Subtotal
2030	Golf G.O. Bonds	12,000	Golf simulator upgrades.
		$12,000	2030 Subtotal
2031	General G.O. Bonds	100,000	Cart Barn improvements. (General Fund share).

PROJECT:	REC-GROUNDS	#107-Golf Course Club House and Maintenance Buildings		
			$100,000	2031 Subtotal
TOTAL			$5,279,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Water Treatment

II. LOCATION: 53 Hutchins Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to make routine repairs and improvements to the Penacook Lake dam, associated spillway, and related infrastructure. The dam provides retention for Penacook Lake, the City's primary source of potable water for the municipal water system.

SERVICE IMPACT: Routine repairs will preserve the dam and related facilities, thereby maintaining and protecting the City's primary water supply, as well as downstream properties.

IMPACT IF NOT FUNDED: Unmitigated deterioration of the dam and related infrastructure could negatively impact the City's ability to use Penacook Lake to supply the potable water system. Structural failure of the dam could negatively impact downstream properties.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Water	G.O. Bonds	0	250,000	0	0	0	0	0	0	0	0	250,000
	Total	0	250,000	0	0	0	0	0	0	0	0	250,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Water G.O. Bonds	250,000	Rehabilitation/replacement of dam and spillway.
		$250,000	2024 Subtotal
	TOTAL	$250,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: GSD Vehicles

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

IMPACT IF NOT FUNDED: Failure to routinely replace vehicles and equipment at the end of their useful life will result in higher maintenance and repair costs, increased down time associated with equipment failures, as well as less efficient operations.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Sewer	G.O. Bonds	525,000	485,000	95,000	185,000	200,000	160,000	255,000	327,000	257,000	343,000	2,832,000
General	G.O. Bonds	905,000	1,126,000	1,184,000	1,468,000	1,452,000	1,479,000	1,602,000	1,497,000	2,269,000	1,879,000	14,861,000
Water	G.O. Bonds	52,000	75,000	135,000	60,000	60,000	220,000	252,000	82,000	412,000	196,000	1,544,000
General	Equip Replace Reserve	298,000	0	0	0	0	0	0	0	0	0	298,000
	Total	1,780,000	1,686,000	1,414,000	1,713,000	1,712,000	1,859,000	2,109,000	1,906,000	2,938,000	2,418,000	19,535,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Sewer G.O. Bonds	525,000	Replace 10-wheel vactor truck (Unit #711)
	General G.O. Bonds	430,000	Replace 6-wheel dump trucks (2008) (Unit #1228 & #1229)
	General Equip Replace Reserve	198,000	Replace 4X4 pickup truck, including plow, sander, & wing (Unit #1113)
	General G.O. Bonds	195,000	Replace 4X4 pickup truck, including plow, sander, & wing (Unit #1109)
	General G.O. Bonds	160,000	Replace Blower Yellow #1
	General Equip Replace Reserve	100,000	Replace Sidewalk Tractor (2012) (Unit #1367)
	General G.O. Bonds	95,000	Replace Sidewalk Tractor (2012) (Unit #1367)
	Water G.O. Bonds	52,000	Replace 2500 extended cab pick-up truck (Unit #824)
	General G.O. Bonds	25,000	Replace Tandem Axle Trailer (Unit #61)
		$1,780,000	2023 Subtotal
2024	Sewer G.O. Bonds	310,000	Replace truck sludge hauler (2001) (Unit #112)
	General G.O. Bonds	237,000	Replace dump truck (2011) (Unit #1231)
	General G.O. Bonds	235,000	Replace one 10-wheel dump truck (2009) (Unit 1230)
	Sewer G.O. Bonds	175,000	Replace 6-wheel dump truck (Unit #753)
	General G.O. Bonds	120,000	Replace leaf loader (2000) CEM (Unit #190)
	General G.O. Bonds	92,000	Replace 4X4 Ford F-450 dump truck (Unit #901S)
	General G.O. Bonds	92,000	Replace 4X4 Ford F-350 dump truck (Unit #1112)
	Water G.O. Bonds	75,000	Replace Ford F350 crew cab utility body (Unit #825)
	General G.O. Bonds	74,000	Replace chipper (Unit #668)
	General G.O. Bonds	70,000	Replace electronic variable message signs with trailers (Solar Units #449 & 447 CD/COMF)
	General G.O. Bonds	52,000	Replace 4x2 super cab pickup truck (Unit #1110)
	General G.O. Bonds	36,000	Replace tow behind compressor (2001) (Unit #422)
	General G.O. Bonds	36,000	Replace two 6-CY sanders (Unit #1231SS and #1232SS)
	General G.O. Bonds	25,000	Replace low floor tilt top trailer (Unit #185)

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

	General G.O. Bonds	21,000	Replace stainless steel 11-CY Sander (1998) (Unit #54SS)
	General G.O. Bonds	21,000	Replace 11-CY sander (Unit# 1235SS)
	General G.O. Bonds	15,000	Replace 3.4 CY sander (2004) (Unit #901SS)
		$1,686,000	2024 Subtotal
2025	General G.O. Bonds	470,000	Replace two 6-wheel dump trucks (2008) (Units #1232 & #1233)
	General G.O. Bonds	205,000	Replace Sidewalk Tractor (2014) (Unit #1368)
	General G.O. Bonds	145,000	Replace one Bobcat Toolcat (Unit #1370)
	General G.O. Bonds	96,000	Replace one skid-steer loader (Unit #136)
	Sewer G.O. Bonds	95,000	Replace one Ford F-350 pickup (Unit #755)
	General G.O. Bonds	88,000	Replace one 4X4 Ford F-350 utility body truck (Unit #1111)
	Water G.O. Bonds	78,000	Replace one Ford F- 350 pickup (Unit #877)
	Water G.O. Bonds	57,000	Replace one Ford F-150 extra cab pickup (Unit #826)
	General G.O. Bonds	52,000	Replace one cargo van (Unit #602)
	General G.O. Bonds	40,000	Replace one Ford F-150 extra cab pickup truck (Unit #1450)
	General G.O. Bonds	35,000	Replace one variable message board sign (Solar Unit #450)
	General G.O. Bonds	35,000	Replace one air compressor (Unit #630)
	General G.O. Bonds	18,000	Replace one 3.4 CY sander (Unit 1105SS)
		$1,414,000	2025 Subtotal
2026	General G.O. Bonds	510,000	Replace two (2) dump trucks (2013) (Units #1235 and #1236)
	General G.O. Bonds	230,000	Replace one 6-wheel dump truck (2011) (Unit #1234)
	General G.O. Bonds	210,000	Replace one sidewalk tractor (Unit #1368)
	General G.O. Bonds	170,000	Replace two Ford F-350 crew cab rack body trucks (Units #1107 & #1108)
	General G.O. Bonds	145,000	Replace one service truck (Unit #009)
	Sewer G.O. Bonds	125,000	Replace one Ford utility crane body truck (Unit WWTP #755)
	Water G.O. Bonds	60,000	Replace one 4x4 pickup truck (Unit #827)
	Sewer G.O. Bonds	60,000	Replace one 4x4 pickup (Unit #713)

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

	General	G.O. Bonds	30,000	Replace one 11CY sander unit (Unit #1237SS)
	General	G.O. Bonds	20,000	Replace one 9 -ton trailer (Unit #672)
	General	G.O. Bonds	20,000	Replace one magnum light trailer (Unit #1405)
	General	G.O. Bonds	20,000	Replace one stainless steel spreader (Unit #0057SS)
	General	G.O. Bonds	20,000	Replace one Stainless steel spreader (Unit #1226SS)
	General	G.O. Bonds	20,000	Replace one 7CY sander (Unit #425SS)
	General	G.O. Bonds	15,000	Replace one 3.4 CY sander (Unit #1103SS)
	General	G.O. Bonds	58,000	Replace one 3/4 ton cargos van (Unit #459)
			$1,713,000	2026 Subtotal
2027	General	G.O. Bonds	300,000	Replace one bucket loader (Unit #1301)
	General	G.O. Bonds	255,000	Replace 10-wheel dump trucks unit #1237
	General	G.O. Bonds	220,000	Replace 6-Wheel Dump Truck #1238
	General	G.O. Bonds	172,000	Replace snow blower unit #004
	General	G.O. Bonds	116,000	Replace 4x2 Super Cab Pickup #461 and #462
	Sewer	G.O. Bonds	100,000	Replace 4x2 Crew Cab pickup truck unit #706
	Sewer	G.O. Bonds	100,000	Replace Ford F-350 Crew Cab Unit #724
	General	G.O. Bonds	83,000	Replace Ford F350 Dump #691
	General	G.O. Bonds	60,000	Replace 2 SS Sanders Unit #1235SS & #1236SS
	Water	G.O. Bonds	60,000	Replace C1500 4x2 pickup unit #879
	General	G.O. Bonds	58,000	Replace 4X2 F-150 Super cab pick-up truck Unit #460
	General	G.O. Bonds	58,000	Replace 4x2 Super Cab Pickup #906
	General	G.O. Bonds	40,000	Replace (2) SS 7CY Sanders Unit #1228SS and 1229SS
	General	G.O. Bonds	25,000	Arrow Board Units #452
	General	G.O. Bonds	25,000	Replace Sign Board Unit #451
	General	G.O. Bonds	20,000	Replace 6CY Sander Unit #1227SS
	General	G.O. Bonds	20,000	Replace Utility Trailer Unit #1402
			$1,712,000	2027 Subtotal

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

2028	General G.O. Bonds	285,000	Replace Street Sweeper Unit #1391
	General G.O. Bonds	160,000	Tool Cat #1369
	General G.O. Bonds	130,000	Replace Two (2) F-250 4x4 PU Unit #657 & 658
	General G.O. Bonds	110,000	Replace John Deere Tractor #665
	General G.O. Bonds	102,000	Replace F550 carpenter van #905
	Water G.O. Bonds	95,000	Replace Ford F-550 Dump/Plow Unit #829
	General G.O. Bonds	94,000	Replace 4x4 pickup/dump #691
	General G.O. Bonds	90,000	F-350 Utility 4X4 #907
	General G.O. Bonds	78,000	Replace F-350 PU 4x4 Unit #604
	General G.O. Bonds	78,000	Replace F-350 Crew Cab 4x4 Unit #603
	Water G.O. Bonds	75,000	Vac-Tron Trailer #828
	General G.O. Bonds	66,000	Trackless Leaf Loader #1460
	General G.O. Bonds	66,000	Trackless Leaf Loader #1461
	Sewer G.O. Bonds	65,000	Replace 4x4 pick-up truck F250 (2018) units #757
	General G.O. Bonds	60,000	Stump grinder unit #666
	Sewer G.O. Bonds	58,000	Replace SUV Edge Unit #756
	General G.O. Bonds	56,000	Replace 4x2 Super Cab PU Unit #463
	Water G.O. Bonds	50,000	F250 4X4 PU #880
	General G.O. Bonds	46,000	Replace Equipment Service Radio Car Unit #10
	Sewer G.O. Bonds	22,000	Replace flatbed trailer unit #426
	General G.O. Bonds	20,000	Replace 6CY SS Sander Unit #704SS
	General G.O. Bonds	20,000	Replace trailer #1401
	General G.O. Bonds	18,000	Mid-Atlantic Trailer Unit #1403
	Sewer G.O. Bonds	15,000	Replace Box Trailer Unit # 722
		$1,859,000	2028 Subtotal
2029	General G.O. Bonds	580,000	Replace four Ford F-550 4x4 Pickup Units #1114, 1115, 1116 & 1117

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

	Sewer G.O. Bonds	230,000	Replace 6 Wheel Dump Unit #705
	General G.O. Bonds	230,000	Replace 6 Wheel Dump Truck Unit #1239
	General G.O. Bonds	170,000	Replace Sicard Snow Blower unit #1375
	Water G.O. Bonds	168,000	Replace three Ford F-150 4x2 PU Unit #805, 806 & 807
	General G.O. Bonds	155,000	Replace Backhoe Loader #617
	General G.O. Bonds	110,000	Replace F-450 4x4 Pickup Unit #659
	General G.O. Bonds	105,000	Replace John Deere Tractor #673
	General G.O. Bonds	82,000	Replace skid-steer Unit #1363
	General G.O. Bonds	62,000	Slide-in Hot Box Unit #1404
	General G.O. Bonds	56,000	G2500 Cargo Van #908
	Water G.O. Bonds	56,000	Replace Ford F-150 4x2 PU Unit #873
	General G.O. Bonds	52,000	Replace Tow Behind Sweeper Unit #1390
	Water G.O. Bonds	28,000	Replace Genesis Boat Trailer Unit #879
	Sewer G.O. Bonds	25,000	Replace Box Trailer Unit #722
		$2,109,000	2029 Subtotal
2030	General G.O. Bonds	470,000	6 Wheel Dump Trucks #1240 and 1241
	General G.O. Bonds	285,000	6 Wheel 4x4 Bucket Truck Unit #675
	Sewer G.O. Bonds	235,000	Replace 6 Wheel Dump Truck Unit #705
	General G.O. Bonds	190,000	Replace Two (2) skid-steer Unit #1371 and 1364
	General G.O. Bonds	175,000	Band wagon unit #180
	General G.O. Bonds	135,000	Replace Jacobson Mower #676
	General G.O. Bonds	112,000	Replace two F-250 4x4 PU Unit #660 and 661
	General G.O. Bonds	98,000	Replace Ford F-450 4x4 Dump Unit #605
	Sewer G.O. Bonds	92,000	Replace F-550 4x2 Pickup Unit #136
	Water G.O. Bonds	64,000	Replace Extra Cab pickup unit #824
	General G.O. Bonds	32,000	Replace Welder Unit #398
	Water G.O. Bonds	18,000	Replace Utility Trailer Unit #878

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

		$1,906,000	2030 Subtotal
2031	General G.O. Bonds	645,000	Replace three Backhoes Unit #1344, 1345, and 1346
	General G.O. Bonds	370,000	Road Grader #1310
	General G.O. Bonds	300,000	Replace Front End Loader unit #1302
	General G.O. Bonds	235,000	Replace 6 Wheel Dump Truck #1238
	General G.O. Bonds	230,000	Replace RPM Snow Blower Unit #2
	Sewer G.O. Bonds	135,000	Replace Wheel Loader Unit #758
	General G.O. Bonds	120,000	4x2 Super Cab Pickup #461A and 462A
	General G.O. Bonds	108,000	F-350 Utility 4WD #1111A
	Sewer G.O. Bonds	86,000	Replace Ford 4x2 F-550 PU Unit #136
	General G.O. Bonds	75,000	Asphalt Hauler Unit #60
	General G.O. Bonds	70,000	Replace Super cab 1/2Ton PU Unit #908A
	Water G.O. Bonds	60,000	Replace Ford F-150 Extra Cab (2wd) Unit #826
	General G.O. Bonds	60,000	4x2 Super Cab Pickup #1445
	General G.O. Bonds	56,000	Replace 4x2 Super Cab Pickup #1110A
	Water G.O. Bonds	42,000	Replace Ford F-150 4x4 #809
	Water G.O. Bonds	39,000	Replace Ford Edge AWD #810
	Sewer G.O. Bonds	36,000	Replace Tow behind Compressor Unit #725
	Water G.O. Bonds	36,000	Replace Tow behind Compressor Unit #830
	Water G.O. Bonds	235,000	Replace 6 Wheel Inbody/Dump 102CA #1244
		$2,938,000	2031 Subtotal
2032	General G.O. Bonds	430,000	Replace Two Sidewalk Tractors Unit #1379 & #1380
	General G.O. Bonds	324,000	Replace 2 Sidewalk Tractors Unit #1379 & #1380
	General G.O. Bonds	239,000	Replace 6 Wheel Dump Truck #1242
	General G.O. Bonds	230,000	Replace International 25k Dump #1246
	General G.O. Bonds	195,000	Replace Blower Yellow #2

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

General G.O. Bonds	192,000	Replace 2 skid-steer loaders Units #1381 & #1382
Sewer G.O. Bonds	178,000	Replace Cut-Away Van (Camera) #715
Sewer G.O. Bonds	165,000	Replace Case Loader Backhoe #726
Water G.O. Bonds	120,000	Replace Mini Excavator #831
General G.O. Bonds	70,000	Replace John Deere Mower #673
General G.O. Bonds	52,000	Replace 4 Ton Asphalt Hauler #66
General G.O. Bonds	45,000	Replace Cam Deckover 20 Ton Tri #1304
Water G.O. Bonds	44,000	Replace 4x4 Pickup Ext Cab
General G.O. Bonds	42,000	Replace 20 Ton Trailer #1308
Water G.O. Bonds	32,000	Replace 10 Ton Trailer #832
General G.O. Bonds	25,000	Replace Tandem Trailer #1472
General G.O. Bonds	20,000	Replace SS 11CY Sander #1230SS
General G.O. Bonds	15,000	Replace Tandem Trailer #1464
	$2,418,000	2032 Subtotal
TOTAL	$19,535,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Water Treatment

II. LOCATION: 53 Hutchins St. and pump stations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: The purpose of this project is to provide for routine replacement and upgrading of the Supervisory, Control and Data Acquisition (SCADA) software system. First implemented in 2005, SCADA assists with monitoring and operating equipment at the Water Treatment Plant, as well as water tanks and remote pump stations.

SERVICE IMPACT: SCADA preserves and improves operational efficiencies by monitoring and controlling all facilities from a central station. The system allows for collection of historical data, which can be analyzed to improve and adjust operations based upon changing conditions.

IMPACT IF NOT FUNDED: Continuation of current system with only partial and uncoordinated implementation. Reliance on manual operations and manual input of all information will continue. The existing data collection system is proprietary and will not convert to an industry standard SCADA system.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Water	Capital Transfer	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
	Total	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2023 Subtotal
2024	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2024 Subtotal
2025	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2025 Subtotal
2026	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2026 Subtotal
2027	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2027 Subtotal
2028	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2028 Subtotal
2029	Water Capital Transfer	30,000	SCADA equipment and upgrades.
		$30,000	2029 Subtotal
2030	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2030 Subtotal
2031	Water Capital Transfer	30,000	SCADA equipment and software updates.
		$30,000	2031 Subtotal

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

2032	Water	Capital Transfer	30,000	SCADA equipment and software updates.
			$30,000	2032 Subtotal
	TOTAL		$300,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #230-Opticom Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

IMPACT IF NOT FUNDED: Failure to routinely maintain opticom units may result in equipment failure, as well as accidents at intersections involving emergency response vehicles.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Highway Reserve	0	15,000	0	20,000	0	20,000	0	20,000	0	0	75,000
	Total	0	15,000	0	20,000	0	20,000	0	20,000	0	0	75,000

PROJECT: FIRE #230-Opticom Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Highway Reserve	15,000	Opticom replacement. (City Wide)
		$15,000	2024 Subtotal
2026	General Highway Reserve	20,000	Opticom replacement. (City Wide)
		$20,000	2026 Subtotal
2028	General Highway Reserve	20,000	Opticom replacement. (City Wide)
		$20,000	2028 Subtotal
2030	General Highway Reserve	20,000	Opticom replacement. (City Wide)
		$20,000	2030 Subtotal
	TOTAL	$75,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Golf

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

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

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

IMPACT IF NOT FUNDED: Course conditions and player satisfaction will deteriorate, resulting in loss of market share and potential threat to the long-term viability of the facility.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	325,000	335,000	360,000	390,000	0	0	0	0	0	0	1,410,000
Golf	G.O. Bonds	65,000	15,000	60,000	60,000	50,000	50,000	50,000	50,000	60,000	0	460,000
	Total	390,000	350,000	420,000	450,000	50,000	50,000	50,000	50,000	60,000	0	1,870,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	325,000	Irrigation system improvements at the 1st, 17th and 18th holes. (General Fund share).
	Golf G.O. Bonds	50,000	Vegetation Management Project Phase 2 at the 2nd, 15th, and 16th holes.
	Golf G.O. Bonds	15,000	Irrigation system improvements. (Golf Fund share).
		$390,000	2023 Subtotal
2024	General G.O. Bonds	335,000	Irrigation system improvements at the 2nd hole, putting green, and 9th hole. (General Fund share).
	Golf G.O. Bonds	15,000	Irrigation system improvements at the 2nd hole, putting green, and 9th hole. (Golf Fund share).
		$350,000	2024 Subtotal
2025	General G.O. Bonds	360,000	Irrigation system improvements at the 3rd, 4th, and 5th holes. (General Fund share).
	Golf G.O. Bonds	60,000	Vegetation Management Project Phase 2 (continued) at the 1st, 10th, and 18th holes.
		$420,000	2025 Subtotal
2026	General G.O. Bonds	390,000	Irrigation system improvements at the 6th, 7th, and 8th holes. (General Fund share).
	Golf G.O. Bonds	60,000	Bunker renovation improvements at the 2nd, 3rd, 7th, and 11th holes.
		$450,000	2026 Subtotal
2027	Golf G.O. Bonds	50,000	Bunker renovation improvements at the 12th, 14th, and 16th holes.
		$50,000	2027 Subtotal
2028	Golf G.O. Bonds	50,000	Driving range improvements.
		$50,000	2028 Subtotal
2029	Golf G.O. Bonds	50,000	Drainage improvements at the 10th and 12th hole laterals.
		$50,000	2029 Subtotal

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

2030	Golf G.O. Bonds	50,000	Cart path improvements.
		$50,000	2030 Subtotal
2031	Golf G.O. Bonds	60,000	Bunker renovations.
		$60,000	2031 Subtotal
	TOTAL	$1,870,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the routine replacement of meters, automatic meter reading devices, gate valves, as well as associated components and equipment.

SERVICE IMPACT: Meters and reading devices provide the only means of accurately measuring customer consumption. The accuracy of meters and reading devices is critical to ensure fair and accurate billing for water and sewer customers.

IMPACT IF NOT FUNDED: Potential increase for inaccurate billing, as well as loss of revenue for water and sewer funds.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Water	G.O. Bonds	250,000	250,000	250,000	250,000	275,000	275,000	275,000	275,000	275,000	275,000	2,650,000
Water	Capital Transfer	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,250,000
	Total	375,000	375,000	375,000	375,000	400,000	400,000	400,000	400,000	400,000	400,000	3,900,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 100 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	50,000	Phased installation of meters and reading devices. 600 units.
		$375,000	2023 Subtotal
2024	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 100 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	50,000	Phased installation of meters and reading devices. 600 units.
		$375,000	2024 Subtotal
2025	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 100 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	50,000	Phased installation of meters and reading devices. 600 units.
		$375,000	2025 Subtotal
2026	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 100 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	50,000	Phased installation of meters and reading devices. 600 units.
		$375,000	2026 Subtotal
2027	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 100 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
		$400,000	2027 Subtotal
2028	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 100 valves.

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

	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
		$400,000	2028 Subtotal
2029	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 100 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
		$400,000	2029 Subtotal
2030	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 100 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
		$400,000	2030 Subtotal
2031	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 100 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
		$400,000	2031 Subtotal
2032	Water G.O. Bonds	200,000	Phased replacement and installation of open right gate valves. 100 valves.
	Water Capital Transfer	125,000	Phased installation of meters and reading devices. 600 units.
	Water G.O. Bonds	75,000	Phased installation of meters and reading devices. 600 units.
		$400,000	2032 Subtotal
	TOTAL	$3,900,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #252-Fire Station Improvements

I. PROJECT TYPE: Public Buildings

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for a variety of repairs and improvements to the four existing fire stations on an annual basis. The four stations, plus the Department's headquarters, total approximately 49,000 square feet, combined. A summary of each station is below:

The Broadway Station is located at 15 Broadway. The 5,716SF facility was constructed in 1984 and is set on 0.72 Acres.

The Manor Station is located at 46 Village Street. The 11,376SF facility was constructed in 1974 and is set on 1.28 Acres.

The Heights Station is located at 74 Loudon Rd. The 5,016SF facility was constructed in 1966 and is set on 1.02 Acres.

The Central Station is located at 150 N. State Street. The facility was constructed in 1977 and features 11,260SF.

The Concord Fire Department Headquarters is located at 24 Horseshoe Pond Lane and was opened circa 2000. The 15,290SF facility is set on 1.52 Acres.

SERVICE IMPACT: Routine repairs and improvements help to prolong the useful life of facilities, as well as provide a safe and pleasant working environmental for employees thereby helping to maintain morale.

IMPACT IF NOT FUNDED: Increased cost for repairs due to deferred maintenance.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years)

PROJECT: FIRE #252-Fire Station Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	70,000	430,000	0	0	0	0	0	0	0	0	500,000
	Total	70,000	430,000	0	0	0	0	0	0	0	0	500,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	70,000	Reconstruct one apparatus bay at Station 1 (Central) to provide adequate door and ceiling height to accommodate the new Tower Ladder Truck scheduled for purchase in FY23.
		$70,000	2023 Subtotal
2024	General G.O. Bonds	350,000	Improvements to paved parking areas at the Heights, Broadway, and Central Fire Stations.
	General G.O. Bonds	80,000	Replace specialized washers and dryers designed for decontaminating firefighting personal protective equipment. Current units were purchased circa 2000.
		$430,000	2024 Subtotal
	TOTAL	$500,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Sewer Collection

II. LOCATION: Various Pump Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the routine replacement, upgrade and refurbishment of aging equipment at sewer pump stations. The City has 8 waste water pump stations, as follows: East Concord, Loudon Road, Chenell Drive, Antrim Avenue, Hannah Dustin, Mountain Green South, Mountain Green North, and the Steeplegate Mall.

SERVICE IMPACT: Routine capital investments minimizing risk of unanticipated repairs and service disruptions due to pump station failures, while simultaneously helping to control ongoing operating and maintenance costs.

IMPACT IF NOT FUNDED: Potential for unanticipated equipment failures, which could disrupt service and result in significant costs to repair or replace.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Sewer	G.O. Bonds	75,000	450,000	1,105,000	450,000	250,000	500,000	0	0	0	0	2,830,000
	Total	75,000	450,000	1,105,000	450,000	250,000	500,000	0	0	0	0	2,830,000

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Sewer G.O. Bonds	75,000	Design Chenell Drive pump station improvements.
		$75,000	2023 Subtotal
2024	Sewer G.O. Bonds	450,000	Construct Chenell Drive pump station improvements.
		$450,000	2024 Subtotal
2025	Sewer G.O. Bonds	900,000	Construct Mountain Green North pump station improvements.
	Sewer G.O. Bonds	75,000	Design Steeplegate Mall pump station improvements.
	Sewer G.O. Bonds	70,000	Construct East Concord pump station improvements including lighting systems, electrical boxes and raceways, as well as plumbing systems.
	Sewer G.O. Bonds	60,000	Purchase a replacement portable generator.
		$1,105,000	2025 Subtotal
2026	Sewer G.O. Bonds	450,000	Construct Steeplegate Mall pump station improvements.
		$450,000	2026 Subtotal
2027	Sewer G.O. Bonds	250,000	SCADA system improvements.
		$250,000	2027 Subtotal
2028	Sewer G.O. Bonds	500,000	Construct East Concord pump station improvements including pump and grinder replacements.
		$500,000	2028 Subtotal
	TOTAL	$2,830,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Intersections

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to implement routine capital improvements at traffic signals to improve traffic operations, enhance public safety for motorists and pedestrians, as well as comply with applicable State and Federal regulatory requirements. Signal locations without pedestrian controls will be prioritized.

SERVICE IMPACT: Improved and enhanced vehicle and pedestrian safety throughout the City. A nominal increase in operating and maintenance costs is expected to accommodate new systems.

IMPACT IF NOT FUNDED: Potential failure of equipment resulting in traffic disruptions, increased operating and maintenance costs for older equipment, public safety concerns will remain unaddressed.

IV PREVIOUS FISCAL YEAR AUTHORIZED: Jan. 2000 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	180,000	60,000	30,000	30,000	230,000	30,000	30,000	700,000	30,000	30,000	1,350,000
General	Capital Close-out	105,965	0	0	0	0	0	0	0	0	0	105,965
	Total	285,965	60,000	30,000	30,000	230,000	30,000	30,000	700,000	30,000	30,000	1,455,965

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

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2023	General	G.O. Bonds	180,000	State / Pleasant Intersection Improvement Project: Supplemental funds to augment FY2022 appropriation.
	General	Capital Close-out	105,965	State / Pleasant Intersection Improvement Project: Supplemental funds to augment FY2022 appropriation. Closeout share.
			$285,965	2023 Subtotal
2024	General	G.O. Bonds	60,000	North Main/Washington-Ferry Intersection: Complete the installation of new countdown pedestrian signals and accessible pedestrian push button stations and replacement of controller cabinet.
			$60,000	2024 Subtotal
2025	General	G.O. Bonds	30,000	Downtown Pedestrian Signal Improvements Phase 1 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at the following downtown intersections (Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			$30,000	2025 Subtotal
2026	General	G.O. Bonds	30,000	Downtown Pedestrian Signal Improvements Phase 2 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at the following downtown intersections (Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			$30,000	2026 Subtotal
2027	General	G.O. Bonds	230,000	Pleasant/Green Intersection: Replace existing traffic signal equipment with new equipment including mast arms, controller cabinet, countdown pedestrian signals, accessible push button stations, and video detection. Improve sidewalk corners, crosswalk geometry and pavement graphics.
			$230,000	2027 Subtotal

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

2028	General	G.O. Bonds	30,000	Downtown Pedestrian Signal Improvements Phase 3 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at the following downtown intersections (Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			$30,000	2028 Subtotal
2029	General	G.O. Bonds	30,000	Downtown Pedestrian Signal Improvements Phase 4 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at the following downtown intersections (Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			$30,000	2029 Subtotal
2030	General	G.O. Bonds	700,000	Pleasant/Spring Intersection: Replace existing traffic signal equipment with new equipment including mast arms, controller cabinet, countdown pedestrian signals, accessible push button stations, and video detection. Improve sidewalk corners, crosswalk geometry and pavement graphics.
			$700,000	2030 Subtotal
2031	General	G.O. Bonds	30,000	Downtown Pedestrian Signal Improvements Phase 5 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at the following downtown intersections (Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			$30,000	2031 Subtotal
2032	General	G.O. Bonds	30,000	Downtown Pedestrian Signal Improvements Phase 6 of 7: Complete the installation of countdown pedestrian signals and accessible pedestrian push button stations at the following downtown intersections (Centre/Green; N State/Capital; N State/School; N State/Warren; S State/West; N State/Centre; and S Main/Storrs). Budget amount is for one year of a seven-year replacement program.
			$30,000	2032 Subtotal
	TOTAL		$1,455,965	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

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

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The City's comprehensive Geographic Information System (GIS) Master Plan was completed and approved by Information Technology Advisory Committee (ITAC) and the City Council in 2006. The Master Plan was intended to define the long-term GIS capital needs.

Internet based GIS software has been operational since 2005 allowing access to the City's GIS network with a web browser. Property information, street, zoning, voting wards, aerial photos, and contours are available on this public website.

Recent document management innovations added to the City GIS made property development plans and utility records available to the public from interactive web maps. The digital tax map project was introduced to merge three existing versions of the City's tax maps into one single database for improved accuracy and efficiency.

SERVICE IMPACT: Routine investments in GIS technology are essential for the delivery of services to the internal and external customers. The need to share the most current data available has become imperative to the way the City conducts business. Without access to GIS information, many of the City's personnel would not be hindered in the performance of their duties.

IMPACT IF NOT FUNDED: GIS data will deteriorate to the point where it will become functionally obsolete. The ability to capture and update information as new development occurs will diminish. Propagation of GIS databases to the City's other departments will not happen as quickly or efficiently.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2006 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 5 Expected Bond Term (in Years)

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	31,500
Sewer	Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	31,500
Water	Capital Transfer	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	31,500
	Total	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	0	94,500

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General Capital Transfer	3,500	GIS Layer Development.
	Sewer Capital Transfer	3,500	GIS Layer Development.
	Water Capital Transfer	3,500	GIS Layer Development.
		$10,500	2023 Subtotal
2024	General Capital Transfer	3,500	GIS Layer Development.
	Sewer Capital Transfer	3,500	GIS Layer Development.
	Water Capital Transfer	3,500	GIS Layer Development.
		$10,500	2024 Subtotal
2025	Sewer Capital Transfer	3,500	GIS Layer Development.
	General Capital Transfer	3,500	GIS Layer Development.
	Water Capital Transfer	3,500	GIS Layer Development.
		$10,500	2025 Subtotal
2026	Sewer Capital Transfer	3,500	GIS Layer Development.
	Water Capital Transfer	3,500	GIS Layer Development.
	General Capital Transfer	3,500	GIS Layer Development.
		$10,500	2026 Subtotal

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

2027	Water Capital Transfer	3,500	GIS Layer Development.
	Sewer Capital Transfer	3,500	GIS Layer Development.
	General Capital Transfer	3,500	GIS Layer Development.
		$10,500	2027 Subtotal
2028	Water Capital Transfer	3,500	GIS Layer Development.
	General Capital Transfer	3,500	GIS Layer Development.
	Sewer Capital Transfer	3,500	GIS Layer Development.
		$10,500	2028 Subtotal
2029	Water Capital Transfer	3,500	GIS Layer Development.
	General Capital Transfer	3,500	GIS Layer Development.
	Sewer Capital Transfer	3,500	GIS Layer Development
		$10,500	2029 Subtotal
2030	Water Capital Transfer	3,500	GIS Layer Development
	General Capital Transfer	3,500	GIS Layer Development
	Sewer Capital Transfer	3,500	GIS Layer Development
		$10,500	2030 Subtotal
2031	General Capital Transfer	3,500	GIS Layer Development
	Sewer Capital Transfer	3,500	GIS Layer Development
	Water Capital Transfer	3,500	GIS Layer Development
		$10,500	2031 Subtotal
	TOTAL	$94,500	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: INFORMATION TECHNOLOGY #302-Enterprise Wide Information Systems Applications

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: All City Departments and Agencies

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Enterprise resource planning - often called ERP, ERP system, or ERP software - is a computer software program that helps organizations manage their accounting systems, procurement processes, human resource and payroll systems, as well as financial reporting. Most ERP systems can be deployed on-premises or remotely using web-based servers, in order to improve and automate the core parts of the City's business operations.

The increased use of technology brings with it both challenges and opportunities. Opportunity is created to serve customers and citizens better and more effectively at less costs. Challenges are also created. Customers demand more, better and faster service and information from the City. New citizens, taught and trained on new equipment, also seek the means of doing business in the manner they have come accustomed. Old business methods and practices must be reexamined and altered if we are to take full advantage of the possibilities and respond to changing needs. Employees skills need to be altered and upgraded if they are to be ready and involved in the processes that will emerge.

It is anticipated that approximately 70% of the cost of the project will be supported by the General Fund. The remaining balance will be supported by the Enterprise and Special Revenue Funds.

These applications will be comprised of several components. Analysis, comparison and documentation of existing versus appropriate business practices will have to be performed, and implemented. Employees will need to be trained and transitioned into these new methods.

Projected costs include all these expenses for each application.

SERVICE IMPACT: Improved operational and reporting efficiencies will result from utilizing updated ERP software programs. Increased security, less reliance upon paper records and labor intensive business processing practices could result in future cost savings in the long-term.

IMPACT IF NOT FUNDED: The potential of the investments made to date in technologically advanced systems will be underutilized. Continued productivity improvements will be unavailable to reduce costs of operation. Costs of maintaining several outdated and duplicative payroll systems will become increasingly burdensome. The potential for data mismanagement and lost records will persist. Privacy could become compromised thereby presenting liabilities.

PROJECT: INFORMATION TECHNOLOGY #302-Enterprise Wide Information Systems Applications

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Sewer	Capital Transfer	0	18,750	0	0	0	0	0	0	0	0	18,750
General	Capital Transfer	0	112,500	0	0	0	0	0	0	0	0	112,500
Water	Capital Transfer	0	18,750	0	0	0	0	0	0	0	0	18,750
	Total	0	150,000	0	0	0	0	0	0	0	0	150,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Capital Transfer	112,500	Enterprise-wide scalable document management program to integrate with the existing ERP system, as well as integrating all departments shared files for ease of access and transparency.
	Water Capital Transfer	18,750	Water Fund share of above.
	Sewer Capital Transfer	18,750	Sewer Fund share of above.
		$150,000	2024 Subtotal
	TOTAL	$150,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #305-Fire Department Communications Equipment

I. PROJECT TYPE: Public Safety

II. LOCATION:

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the routine replacement of emergency communications equipment for the Fire Department.

SERVICE IMPACT: Improved reliability, thus improving safety for the public and City personnel, as well as maintaining operational efficiency.

IMPACT IF NOT FUNDED: Less reliable communication equipment results in increased threat to health and safety of City personnel, as well as the general public.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 7

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	0	700,000	0	0	0	150,000	0	850,000
	Total	0	0	0	0	700,000	0	0	0	150,000	0	850,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	700,000	Portable radio replacement.
		$700,000	2027 Subtotal

PROJECT: FIRE #305-Fire Department Communications Equipment

2031	General	G.O. Bonds	150,000	Replace tower based communications equipment.
			$150,000	2031 Subtotal
	TOTAL		$850,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-WATER #321-Water System Master Plan & Implementation

I. PROJECT TYPE: Water Treatment

II. LOCATION: General Services

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this projects is to undertake a comprehensive update select portions of the Water Master Plan.

The current Water Master Plan was completed in three separate phases during 2006-2010.

Phase 1 examined alternative water sources, and recommended future use of the Merrimack River to augment current sources of potable water

Phase 2 evaluated the existing water treatment facility and examined future treatment options. Based upon this analysis, the Study recommended future refurbishment of the existing water treatment plant located on Hutchinson Street to accommodate the City's anticipated needs.

Phase 3 reviewed the City's anticipated future distribution network and storage needs, and provided recommendations associated therewith.

SERVICE IMPACT: Periodic review and updating of the water master plan allows the City to adequately plan for future needs of the community, as well as prioritize water system improvements.

IMPACT IF NOT FUNDED: Inadequate planning for the City's future water needs could result in water shortages, as well as a variety of negative economic development and fiscal impacts to the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 30

Expected Bond Term (in Years)

PROJECT: GS-WATER #321-Water System Master Plan & Implementation

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Water	Capital Transfer	0	0	0	0	80,000	40,000	90,000	0	0	70,000	280,000
	Total	0	0	0	0	80,000	40,000	90,000	0	0	70,000	280,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Water Capital Transfer	80,000	Update Phase 1 of 2006-2010 Water Master Plan: Capacity Study.
		$80,000	2027 Subtotal
2028	Water Capital Transfer	40,000	Update Phase 2 of 2006-2010 Water Master Plan: Treatment Study .
		$40,000	2028 Subtotal
2029	Water Capital Transfer	90,000	Conduct geophysical site investigation for Merrimack River source.
		$90,000	2029 Subtotal
2032	Water Capital Transfer	70,000	Update Phase 3 of 2006-2010 Water Master Plan.
		$70,000	2032 Subtotal
	TOTAL	$280,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-PUBLIC PROPERTIES #323-Combined Operations & Maintenance Facility (COMF) Improvements

I. PROJECT TYPE: Public Buildings

II. LOCATION: 311 North State Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for routine capital improvements at the Combined Operations and Maintenance Facility (COMF), which houses the General Services Department, as well as transportation operations for the Concord Union School District.

SERVICE IMPACT: Routine investments will prolong the useful life of the facility thereby reducing long-term operating and repair costs. Investments will also help reduce long-term energy costs, maintain safety for employees, safeguard vehicles and equipment, as well as maintain employee morale.

IMPACT IF NOT FUNDED: The facility will deteriorate and its useful life will be diminished.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	90,000	190,000	40,000	40,000	100,000	0	150,000	0	0	0	610,000
Sewer	G.O. Bonds	45,000	95,000	20,000	20,000	50,000	0	25,000	0	0	0	255,000
Water	G.O. Bonds	45,000	95,000	20,000	20,000	50,000	0	25,000	0	0	0	255,000
	Total	180,000	380,000	80,000	80,000	200,000	0	200,000	0	0	0	1,120,000

PROJECT: GS-PUBLIC PROPERTIES #323-Combined Operations & Maintenance Facility (COMF) Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	50,000	HVAC Automation Upgrades.
	Sewer G.O. Bonds	25,000	HVAC Automation Upgrades.
	Water G.O. Bonds	25,000	HVAC Automation Upgrades.
	Sewer G.O. Bonds	20,000	Replace overhead doors. (20 of the 57) Phase II.
	Water G.O. Bonds	20,000	Replace overhead doors. (20 of the 57) Phase II.
	General G.O. Bonds	40,000	Replace overhead doors. (20 of the 57) Phase II.
		$180,000	2023 Subtotal
2024	General G.O. Bonds	130,000	Replace boiler.
	Sewer G.O. Bonds	60,000	Replace boiler.
	Water G.O. Bonds	60,000	Replace boiler.
	General G.O. Bonds	40,000	Replace overhead doors (20 of 57) Phase III.
	General G.O. Bonds	20,000	Replace ceiling tiles throughout the facility.
	Water G.O. Bonds	20,000	Replace overhead doors (20 of 57) Phase III.
	Sewer G.O. Bonds	20,000	Replace overhead doors (20 of 57) Phase III.
	Water G.O. Bonds	15,000	Replace ceiling tiles throughout the facility
	Sewer G.O. Bonds	15,000	Replace ceiling tiles throughout the facility
		$380,000	2024 Subtotal
2025	General G.O. Bonds	40,000	Replace overhead doors (8 of 57) Phase IV.
	Water G.O. Bonds	20,000	Replace overhead doors (8 of 57) Phase IV.
	Sewer G.O. Bonds	20,000	Replace overhead doors (8 of 57) Phase IV.
		$80,000	2025 Subtotal
2026	General G.O. Bonds	40,000	Pedestrian door improvements (springs, hardware, and door panel replacement).

PROJECT: GS-PUBLIC PROPERTIES #323-Combined Operations & Maintenance Facility (COMF) Improvements

	Sewer G.O. Bonds	20,000	Pedestrian door improvements (springs, hardware, and door panel replacement).
	Water G.O. Bonds	20,000	Pedestrian door improvements (springs, hardware, and door panel replacement).
		$80,000	2026 Subtotal
2027	General G.O. Bonds	100,000	HVAC improvements.
	Sewer G.O. Bonds	50,000	HVAC improvements.
	Water G.O. Bonds	50,000	HVAC improvements.
		$200,000	2027 Subtotal
2029	General G.O. Bonds	150,000	Pavement rehabilitation.
	Sewer G.O. Bonds	25,000	Pavement rehabilitation.
	Water G.O. Bonds	25,000	Pavement rehabilitation.
		$200,000	2029 Subtotal
	TOTAL	$1,120,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #335-Thermal Imaging Cameras

I. PROJECT TYPE: Public Safety

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: This project provides for the routine replacement of thermal imaging cameras for front line fire apparatus.

SERVICE IMPACT: Thermal imaging cameras are an important tool in fire fighting. They can assist in locating people and animals in burning buildings, as well as help locate hidden fire smoldering within building cavities, thereby helping to expedite emergency response efforts, as well as reduce un-necessary risk to personnel and damage to private property.

IMPACT IF NOT FUNDED: Increased life safety risk and inability to overhaul efficiently.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 5

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	45,000	0	0	0	0	60,000	0	0	105,000
	Total	0	0	45,000	0	0	0	0	60,000	0	0	105,000

PROJECT: FIRE #335-Thermal Imaging Cameras

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	45,000	Replace thermal imaging cameras.
		$45,000	2025 Subtotal
2030	General G.O. Bonds	60,000	Replace thermal imaging cameras.
		$60,000	2030 Subtotal
	TOTAL	$105,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-WATER #345-Water Supply Well Field Maintenance

I. PROJECT TYPE: Water Treatment

II. LOCATION: Sanders Station (Pump Station 2), N. Pembroke Rd.

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide for routine maintenance of the City's water supply well fields located in the Town of Pembroke, thereby ensuring the facility will be available to produce approximately 1 million gallons of water per day when needed to supplement supplies provided by Penacook Lake and the Contoocook River. This project complies with and implements the recommendations of the Water Master Plan.

SERVICE IMPACT: Helps to maintain a diverse mix of supply sources for the City's water system and reduces dependence on Penacook Lake and the Contoocook River.

IMPACT IF NOT FUNDED: Potentially insufficient water supply during drought conditions.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Water	G.O. Bonds	0	0	0	0	0	0	150,000	0	0	0	150,000
	Total	0	0	0	0	0	0	150,000	0	0	0	150,000

PROJECT: GS-WATER #345-Water Supply Well Field Maintenance

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2029	Water G.O. Bonds	150,000	Design new pump house and appurtenances in accordance with Wright Pierce Engineers assessment and recommendations.
		$150,000	2029 Subtotal
	TOTAL	$150,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-WATER #347-Water Storage Tank Repairs

I. PROJECT TYPE: Water Treatment

II. LOCATION: Five sites around the City

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to establish a schedule of capital investments for the City's water tanks and related systems. The City has five water tanks, as follows:
Ed Young Tank located on Penacook Street
Primrose Tank located in Penacook
East Concord Tank located near Portsmouth Street
Snow Pond Tank located near Snow Pond Road
West End Tank located near Langley Parkway

Routine investments will prolong the life of these facilities. Cleaning, crack sealing, and re-application of the cementitious coatings to the exterior of the tanks will prevent corrosion and extend useful life each structure. Altitude valves and underground valve chambers will be repaired and rehabilitated as needed while the tanks are out of service.

SERVICE IMPACT: Distribution tanks provide a readily available supply of water to meet the needs of the customers, but more importantly to provide needed fire protection volumes to the neighborhoods.

IMPACT IF NOT FUNDED: Lack of routine investments will decrease useful life of these facilities. In the extreme, lack of maintenance could cause tank failures thereby causing disruptions in water service (both domestic and fire protection).

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

PROJECT: GS-WATER #347-Water Storage Tank Repairs

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Water	G.O. Bonds	50,000	75,000	40,000	50,000	55,000	55,000	80,000	0	50,000	60,000	515,000
	Total	50,000	75,000	40,000	50,000	55,000	55,000	80,000	0	50,000	60,000	515,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Water G.O. Bonds	50,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (West End Tank)
		$50,000	2023 Subtotal
2024	Water G.O. Bonds	75,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (East Concord Tank)
		$75,000	2024 Subtotal
2025	Water G.O. Bonds	40,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (Snow Pond Tank)
		$40,000	2025 Subtotal
2026	Water G.O. Bonds	50,000	Cleaning, crack sealing, and painting. (Ed Young Tank)
		$50,000	2026 Subtotal
2027	Water G.O. Bonds	55,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (Primrose Tank)
		$55,000	2027 Subtotal
2028	Water G.O. Bonds	55,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (West End Tank)
		$55,000	2028 Subtotal
2029	Water G.O. Bonds	80,000	Cleaning, crack sealing tank and Altitude Valve refurbishment. (East Concord Tank)
		$80,000	2029 Subtotal
2031	Water G.O. Bonds	50,000	Cleaning, crack sealing tank and Altitude Valve. (Snow Pond Tank)

PROJECT:	GS-WATER	#347-Water Storage Tank Repairs		
			$50,000	2031 Subtotal
2032	Water	G.O. Bonds	60,000	Cleaning and crack sealing. (Ed Young Tank)
			$60,000	2032 Subtotal
	TOTAL		$515,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #358-Garrison Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Hutchins Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: In 2005, the City completed a comprehensive Master Plan for Garrison Park. The purpose of the plan was to identify and prioritize short and long-term improvements for the park.

SERVICE IMPACT: Proposed improvements will promote the use and enjoyment of the facility while ensuring efficiency in expenditure and the greatest return on investment.

IMPACT IF NOT FUNDED: Existing infrastructure will continue to deteriorate, and facility expansion potential will not be realized. Future City investments will not occur in a coordinated manner, thereby potentially resulting in waste and inefficiency. Lack of routine investment may also result in reduced utilization and enjoyment of this facility by the public. Deterioration of existing amenities may also result in potential liabilities for the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	70,000	0	150,000	0	0	0	0	0	220,000
	Total	0	0	70,000	0	150,000	0	0	0	0	0	220,000

PROJECT: REC-GROUNDS #358-Garrison Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	70,000	Crack seal, colorize, and stripe basketball courts. Replace standards, replace backboards with acrylic backboards.
		$70,000	2025 Subtotal
2027	General G.O. Bonds	150,000	Replace playground equipment.
		$150,000	2027 Subtotal
	TOTAL	$220,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #359-Merrill Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Eastman Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Merrill Park. Projects are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve the community. Improvements include upgrades to the parking lot, landscaping, playing fields, the playground as well as walkways to meet accessibility standards.

SERVICE IMPACT: Proposed improvements will promote the use and enjoyment of this facility while ensuring efficiency in expenditure and the greatest return on investment.

IMPACT IF NOT FUNDED: Existing infrastructure will continue to deteriorate. Future City investments will not occur in a coordinated manner, thereby potentially resulting in waste and inefficiency. Lack of routine investment may also result in reduced utilization and enjoyment of this facility by the public. Deterioration of existing amenities may also result in potential liabilities for the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	245,000	0	40,000	0	50,000	0	270,000	0	605,000
	Total	0	0	245,000	0	40,000	0	50,000	0	270,000	0	605,000

PROJECT: REC-GROUNDS #359-Merrill Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	170,000	Replace playground equipment. Includes installation of poured in place safety surfacing.
	General G.O. Bonds	75,000	Install exercise equipment with poured in place safety surfacing.
		$245,000	2025 Subtotal
2027	General G.O. Bonds	40,000	Crack seal, colorize and stripe three (3) tennis courts.
		$40,000	2027 Subtotal
2029	General G.O. Bonds	50,000	Complete a needs assessment and restoration plan for the existing pond.
		$50,000	2029 Subtotal
2031	General G.O. Bonds	200,000	Dredge pond and repair small dam at east side of pond.
	General G.O. Bonds	70,000	Replace backstops on both fields.
		$270,000	2031 Subtotal
	TOTAL	$605,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #360-Kimball Park

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: North State Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Kimball Park. Projects are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve the community.

SERVICE IMPACT: Proposed improvements will promote the use and enjoyment of this facility while ensuring efficiency in expenditure and the greatest return on investment.

IMPACT IF NOT FUNDED: Existing infrastructure will continue to deteriorate. Future City investments will not occur in a coordinated manner, thereby potentially resulting in waste and inefficiency. Lack of routine investment may also result in reduced utilization and enjoyment of this facility by the public. Deterioration of existing amenities may also result in potential liabilities for the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	15,000	0	0	0	265,000	80,000	0	0	360,000
	Total	0	0	15,000	0	0	0	265,000	80,000	0	0	360,000

PROJECT: REC-GROUNDS #360-Kimball Park

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	15,000	Crack seal, colorize, and stripe one basketball court.
		$15,000	2025 Subtotal
2029	General G.O. Bonds	190,000	Replace playground equipment. Includes installation of poured in place safety surfacing.
	General G.O. Bonds	75,000	Install exercise equipment. Includes installation of poured in place safety surfacing.
		$265,000	2029 Subtotal
2030	General G.O. Bonds	80,000	Replace perimeter fencing.
		$80,000	2030 Subtotal
	TOTAL	$360,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #368-Police Department Communications Equipment

I. PROJECT TYPE: Public Safety

II. LOCATION: Police

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to make periodic investments to upgrade or replace communications equipment for the Police Department. This equipment includes portable radios, equipment within vehicles and the dispatch center, as well as infrastructure improvements as necessary.

Recently the Department completed radio system upgrades, which included new dispatch consoles and point to point microwave capabilities. The Department also systematically replaced all of the mobile radios as well as portable radios. Improvements to communications infrastructure is necessary in order to ensure the communications capabilities of the officers working in the field.

SERVICE IMPACT: Portable and mobile radios should be replaced approximately every ten years in order to ensure reliability of equipment and to minimize risk of unforeseen communications problems, which could impact the department's ability to effectively respond to calls for assistance. Infrastructure improvements need to periodically take place in order to ensure that the Department's communication system remains reliable in order to ensure officer safety and the delivery of police services to the community.

IMPACT IF NOT FUNDED: The safety and security of police officers and the public could be compromised by inconsistent radio communications.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	120,000	0	80,000	0	0	0	180,000	180,000	560,000
	Total	0	0	120,000	0	80,000	0	0	0	180,000	180,000	560,000

PROJECT: POLICE - OPERATIONS #368-Police Department Communications Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	120,000	Communications system improvements to support expanded use of Channel 2.
		$120,000	2025 Subtotal
2027	General G.O. Bonds	80,000	Replace mobile radios in all marked vehicles.
		$80,000	2027 Subtotal
2031	General G.O. Bonds	180,000	Phase 1 of 2: 10 year replacement of Police Department portable radios.
		$180,000	2031 Subtotal
2032	General G.O. Bonds	180,000	Phase 2 of 2: 10 year replacement of Police Department portable radios.
		$180,000	2032 Subtotal
	TOTAL	$560,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #370-Police Department Ballistic Vest Replacement Program

I. PROJECT TYPE: Public Safety

II. LOCATION: Police

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the routine replacement of the Police Department's ballistic vests (bullet proof vests). Ballistic vests are replaced every 5 years in accordance with service standards. It is important to replace vests on a regular basis in order to keep up with latest ballistic technology.

SERVICE IMPACT: Routine replacement ensures that safety equipment is consistent with current ballistic technology and fire arms trends.

IMPACT IF NOT FUNDED: Police Officer safety could be compromised.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 5

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	80,000	0	0	0	0	85,000	0	165,000
	Total	0	0	0	80,000	0	0	0	0	85,000	0	165,000

PROJECT: POLICE - OPERATIONS #370-Police Department Ballistic Vest Replacement Program

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	80,000	Replace ballistic vests purchased in FY 2021.
		$80,000	2026 Subtotal
2031	General G.O. Bonds	85,000	Replace Ballistic Vests purchased in FY 2026.
		$85,000	2031 Subtotal
	TOTAL	$165,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-WATER #372-Water System Pump Station Improvements

I. PROJECT TYPE: Water Treatment

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the planned improvements to the City's three pump stations, which are part of the potable water distribution system, as follows:

Pump Station #3: Penacook Street
Pump Station #5: Broad Cove Road (at the Contoocook River)
Pump Station #6: Mountain Road

The City also has two other pump stations, which are part of the Water Plant and Pembroke well fields, and are addressed separately by other capital improvement projects.

Phase II of the 2006-2010 Water Master Plan Phase recommends installation of an additional pump station to address pressure and availability issues in an area northeast of Portsmouth Street. This project includes investments to implement this recommendation.

SERVICE IMPACT: Planned upgrades to existing stations ensures over all reliability of the water system.

IMPACT IF NOT FUNDED: The ability to effectively and efficiently distribute water to users will be compromised and could result in service disruptions. Service disruptions would not only cause inconvenience but could also result in life / safety issues due to potential inability to supply public and private fire suppression systems.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

PROJECT: GS-WATER #372-Water System Pump Station Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Water	G.O. Bonds	0	0	180,000	1,020,000	0	0	0	0	0	550,000	1,750,000
	Total	0	0	180,000	1,020,000	0	0	0	0	0	550,000	1,750,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water G.O. Bonds	100,000	Design booster station improvements for area northeast of Portsmouth Street per Phase III of the Water Master Plan.
	Water G.O. Bonds	80,000	Land acquisition for booster station improvements for area northeast of Portsmouth Street per Phase III of the Water Master Plan.
		$180,000	2025 Subtotal
2026	Water G.O. Bonds	1,020,000	Construction of booster station improvements for area northeast of Portsmouth Street per Phase III of the Water Master Plan.
		$1,020,000	2026 Subtotal
2032	Water G.O. Bonds	400,000	Station 5 generator replacement.
	Water G.O. Bonds	150,000	Station 2 generator replacement.
		$550,000	2032 Subtotal
	TOTAL	$1,750,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #375-Fire Department Boats

I. PROJECT TYPE: Fire Vehicles

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: This project provides for the systematic replacement of the Fire Department's 3 motorized rescue watercraft.

SERVICE IMPACT: Older watercraft are less reliable and more expensive to maintain.

IMPACT IF NOT FUNDED: Increased threat to health and safety for rescue personnel, as well as the general public due to unreliable equipment.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Transfer	0	0	0	30,000	0	0	0	0	0	0	30,000
General	G.O. Bonds	30,000	0	0	0	0	0	0	40,000	0	0	70,000
	Total	30,000	0	0	30,000	0	0	0	40,000	0	0	100,000

PROJECT: FIRE #375-Fire Department Boats

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2023	General	G.O. Bonds	30,000	Replace 1 boat.
			$30,000	2023 Subtotal
2026	General	Capital Transfer	30,000	Replace 1 boat.
			$30,000	2026 Subtotal
2030	General	G.O. Bonds	40,000	Replace 1 boat.
			$40,000	2030 Subtotal
	TOTAL		$100,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #376-Fire Department Hose & Equipment Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: All Engines, Ladders, Rescue & Tanker

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides funding for the systematic replacement of fire hose and equipment carried on apparatus.

SERVICE IMPACT: Project is intended to fund equipment purchases to replace aging equipment during the equipping of new apparatus placed in service.

IMPACT IF NOT FUNDED: Inability to effectively outfit fire engines with required hose and associated equipment could compromise public safety.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Transfer	18,000	30,000	0	30,000	0	0	0	0	0	0	78,000
General	G.O. Bonds	35,000	0	0	0	0	35,000	50,000	115,000	0	0	235,000
	Total	53,000	30,000	0	30,000	0	35,000	50,000	115,000	0	0	313,000

PROJECT: FIRE #376-Fire Department Hose & Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2023	General	G.O. Bonds	35,000	Purchase hazardous materials (HazMat) meters.
	General	Capital Transfer	18,000	Systematic replacement of fire hose and equipment.
			$53,000	2023 Subtotal
2024	General	Capital Transfer	30,000	Systematic replacement of fire hose and equipment.
			$30,000	2024 Subtotal
2026	General	Capital Transfer	30,000	Systematic replacement of fire hose and equipment.
			$30,000	2026 Subtotal
2028	General	G.O. Bonds	35,000	Systematic replacement of fire hose and equipment.
			$35,000	2028 Subtotal
2029	General	G.O. Bonds	50,000	Systematic replacement of hazardous materials (HazMat) meters.
			$50,000	2029 Subtotal
2030	General	G.O. Bonds	80,000	Extrication equipment replacement.
	General	G.O. Bonds	35,000	Systematic replacement of fire hose and equipment.
			$115,000	2030 Subtotal
	TOTAL		$313,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #380-Neighborhood Safety Improvements

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: City-Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: The purpose of this project is to implement pedestrian safety improvements throughout the City to enhance the livability of neighborhoods, reduce traffic speeds, as well as improve pedestrian and vehicular safety.

SERVICE IMPACT: Pedestrian safety improvements will reduce speeds on neighborhood streets, thereby resulting in improved public safety and less demand upon the Concord Police Department for traffic enforcement.

IMPACT IF NOT FUNDED: Community concerns about neighborhood traffic speed and pedestrian safety will remain unresolved. Heightened demand for police speed enforcement.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Donations	0	25,000	0	0	0	0	0	0	0	0	25,000
General	G.O. Bonds	0	40,000	0	0	0	0	0	0	0	0	40,000
	Total	0	65,000	0	0	0	0	0	0	0	0	65,000

PROJECT: CD-ENGINEERING SERVICES #380-Neighborhood Safety Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2024	General	G.O. Bonds	40,000	Design and construction of pedestrian safety improvements along Allen Street to be coordinated with Merrimack Valley High School. (City share)
	General	Donations	25,000	Design and construction of pedestrian safety improvements along Allen Street to be coordinated with Merrimack Valley High School. (Merrimack Valley School District share)
			$65,000	2024 Subtotal
	TOTAL		$65,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-SOLID WASTE #381-Landfill Closure and Maintenance

I. PROJECT TYPE: Solid Waste Management

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the routine maintenance and stewardship of the 10 former landfills located in the City. As part of this project, the City shall address environmental and regulatory issues, as well as examine the feasibility of converting some facilities into public recreational resources to enhance quality of life.

Each site is unique and, therefore, the management approach for each facility is different. However, all sites are registered, characterized, and remediated in accordance with state and federal regulations.

When specifically directed by the City Council, opportunities for recreational re-use of these facilities shall be evaluated on a case by case basis in conjunction with regulatory agencies in order to properly guide the design and implementation of closure / remedial action plans.

SERVICE IMPACT: By proactively addressing this issue the City will its liability exposure and provide opportunities to potentially develop additional community open space and other recreation resources.

IMPACT IF NOT FUNDED: Environmental liability exposure.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 30

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	8,932,000	0	0	0	8,932,000
	Total	0	0	0	0	0	0	8,932,000	0	0	0	8,932,000

PROJECT: GS-SOLID WASTE #381-Landfill Closure and Maintenance

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2029	General G.O. Bonds	8,932,000	Design and construction of Old Suncook Road Landfill cap.
		$8,932,000	2029 Subtotal
	TOTAL	$8,932,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #383-New Airport Terminal Building

I. PROJECT TYPE: Airport

II. LOCATION: Airport Road

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project entails the construction of a new Terminal building to serve Concord Airport as recommended by the 2006 Airport Master Plan.

The current Airport terminal building was constructed in 1938 and later renovated in 1961. Due to its age, the terminal is plagued with a variety of significant building code violations, structural deficiencies, and inadequate security measures. The age and configuration of the terminal also make it extremely difficult to bring the building into compliance with the 1990 Americans with Disabilities Act (ADA) without major renovations at significant cost. These issues render much of the terminal building unusable.

In 2020 the City completed an updated study of the terminal building. That effort confirmed the findings of the 2006 Airport Master Plan and recommended the construction of a new terminal building located at the north end of Runway 17/35 facing the intersection of Airport Road and Regional Drive. The proposed building would be 3,500SF and would feature a large common area, tenant and office space, a pilots' lounge, as well as a small restaurant.

An economic impact analysis completed by the City as part of the 2006 Airport Master Plan revealed that Concord Airport contributes $7.2 million dollars to the local economy in the form of direct, indirect, and induced impacts. The same study also estimated that the Airport supports nearly 1,700 jobs throughout the region. Construction of a new terminal building will help expand use of the Airport, and therefore further bolster the local and regional economy.

SERVICE IMPACT: To prevent further deterioration of facility, operation and safety concerns, continued deficiencies based on projected demand and capacity.

IMPACT IF NOT FUNDED: Inability to grow air traffic at the airport thereby resulting in stagnant revenues and persisting code compliance / life-safety concerns with the current facility.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 1997 PREVIOUS AMOUNT:

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

PROJECT: CD-ENGINEERING SERVICES #383-New Airport Terminal Building

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Other	Federal	0	207,000	0	543,000	0	0	0	0	0	0	750,000
Other	State	0	10,350	0	27,150	0	0	0	0	0	0	37,500
Airport	G.O. Bonds	0	0	0	1,729,850	0	0	0	0	0	0	1,729,850
Airport	Capital Transfer	0	12,650	0	0	0	0	0	0	0	0	12,650
	Total	0	230,000	0	2,300,000	0	0	0	0	0	0	2,530,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Other Federal	207,000	Design and permitting for new terminal building. Federal share.
	Airport Capital Transfer	12,650	City share.
	Other State	10,350	State share.
		$230,000	2024 Subtotal
2026	Airport G.O. Bonds	1,729,850	City share.
	Other Federal	543,000	Construct and furnish new terminal building. Federal share.
	Other State	27,150	State share.
		$2,300,000	2026 Subtotal
	TOTAL	$2,530,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #403-Parking Division Vehicle and Equipment Replacement Program

I. PROJECT TYPE: Parking

II. LOCATION: Downtown Central Business District

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides funding for routine replacement of Parking Division vehicles and equipment.

SERVICE IMPACT: Routine replacement ensures that the Division will have reliable vehicles and equipment for enforcement efforts, as well as maintenance of parking system infrastructure.

IMPACT IF NOT FUNDED: Repairs shall become more frequent and costly due to wear and tear. Chronic vehicle break downs and equipment failures will result in the inefficient operation of the Parking System and lost revenues due to inability to conduct daily enforcement operations, as well as properly maintain infrastructure in a timely fashion.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 7 Expected Bond Term (in Years) 7

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Parking	Capital Close-out	6,688	0	0	0	0	0	0	0	0	0	6,688
Parking	G.O. Bonds	45,000	0	0	0	55,000	0	0	60,000	0	0	160,000
	Total	51,688	0	0	0	55,000	0	0	60,000	0	0	166,688

PROJECT: POLICE - OPERATIONS #403-Parking Division Vehicle and Equipment Replacement Program

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Parking G.O. Bonds	45,000	Replace Parking Enforcement Mobile Unit (Jeep).
	Parking Capital Close-out	6,688	Replace Parking Enforcement Mobile Unit (Jeep). Closeout share.
		$51,688	2023 Subtotal
2027	Parking G.O. Bonds	55,000	Replace Meter Maintenance Vehicle (Last replaced in FY 2020).
		$55,000	2027 Subtotal
2030	Parking G.O. Bonds	60,000	Replace Parking Enforcement Mobile Unit (Jeep) (Last replaced in FY 2023).
		$60,000	2030 Subtotal
	TOTAL	$166,688	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-SEWER #410-Sewer Video Inspection Equipment

I. PROJECT TYPE: Sewer Collection

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: Video inspection has been used extensively to investigate the City's sewer infrastructure. The main-line video camera unit is specifically designed for inspection of sanitary and storm sewers. Data collected from video inspections is used to develop maintenance plans and capital improvement programs for the sanitary and storm water sewer systems.

SERVICE IMPACT: This equipment serves as a valuable tool to help get real time information about the condition of sewer pipes throughout the City, thereby allowing staff to more efficiently plan improvements as needed.

IMPACT IF NOT FUNDED: The City will need to rely upon antiquated equipment that is more susceptible to failure.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 15 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Sewer	G.O. Bonds	0	0	0	0	0	0	0	0	0	80,000	80,000
Sewer	Capital Transfer	0	0	0	0	20,000	0	0	0	0	0	20,000
	Total	0	0	0	0	20,000	0	0	0	0	80,000	100,000

PROJECT: GS-SEWER #410-Sewer Video Inspection Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Sewer Capital Transfer	20,000	Replace lateral service line inspection camera, hardware and software.
		$20,000	2027 Subtotal
2032	Sewer G.O. Bonds	80,000	Replace a main line camera
		$80,000	2032 Subtotal
	TOTAL	$100,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CITY MANAGER /OPERATION #432-State Street Parking Garage (Formerly Firehouse Block)

I. PROJECT TYPE: Parking

II. LOCATION: 19 North State Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the North State Street Parking Garage (formerly known as the Firehouse Block Parking Garage). The garage opened in 1981. It is approximately 82,000SF and features 238 parking spaces.

SERVICE IMPACT: Routine investment by the City will ensure the facility's long-term viability (both structurally and economically), improve safety and convenience for users, as well as support economic development efforts in downtown.

IMPACT IF NOT FUNDED: Deferred maintenance could render all, or a portion, of the garage unusable. This would result in a loss of revenue for the Parking Fund, as well as reduction in the supply of parking spaces downtown, thereby potentially having a negative effect on nearby businesses and residences. Continued deterioration of the facility will likely result in more costly and substantial repairs. In addition, failure to properly maintain the structure could, in the extreme, potentially require the City to close the facility due to safety concerns.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Parking	G.O. Bonds	250,000	10,385,000	0	100,000	0	0	0	1,000,000	125,000	0	11,860,000
	Total	250,000	10,385,000	0	100,000	0	0	0	1,000,000	125,000	0	11,860,000

PROJECT: CITY MANAGER /OPERATION #432-State Street Parking Garage (Formerly Firehouse Block)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Parking G.O. Bonds	250,000	Interim repairs and structural stabilization as needed until full restoration is undertaken.
		$250,000	2023 Subtotal
2024	Parking G.O. Bonds	9,385,000	Construction of comprehensive structural repairs and renovations to the State Street Parking Garage, pending final decision by City Council concerning repair or replacement of the facility. Should repair be preferred, renovations and improvements would include: extensive concrete repairs and restoration, new expansion joints, drainage improvements, new LED lighting and other electrical upgrades, improved signage, restoration of stair towers, installation of water service for improved garage maintenance, as well as waterproof membrane for all elevated floors of the garage.
	Parking G.O. Bonds	1,000,000	Design and permitting of comprehensive structural repairs and renovations to the State Street Parking Garage.
		$10,385,000	2024 Subtotal
2026	Parking G.O. Bonds	100,000	Replace security cameras installed in FY2020.
		$100,000	2026 Subtotal
2030	Parking G.O. Bonds	1,000,000	5 Year refresh after FY2024 renovation project is completed. Scope includes as needed work associated with waterproofing, membranes, sealants, concrete repairs, etc.
		$1,000,000	2030 Subtotal
2031	Parking G.O. Bonds	125,000	Replace security cameras installed in FY2026.
		$125,000	2031 Subtotal
	TOTAL	$11,860,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CITY MANAGER /OPERATION #433-School Street Parking Garage (Formerly Durgin Block)

I. PROJECT TYPE: Parking

II. LOCATION: 17 School Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the School Street Parking Garage (formerly know as the Durgin Block Parking Garage). The garage opened in 1985. It is approximately 171,000SF in size and features 469 parking spaces, as well as an adjoining surface lot with 5 additional spaces.

SERVICE IMPACT: Routine investment by the City will ensure the facility's long-term viability (both structurally and economically), improve safety and convenience for users, as well as support economic development efforts in downtown.

IMPACT IF NOT FUNDED: Deferred maintenance could render all, or a portion, of the garage unusable. This would result in a loss of revenue for the Parking Fund, as well as reduction in the supply of parking spaces downtown, thereby potentially having a negative effect on nearby businesses and residences. Continued deterioration of the facility will likely result in more costly and substantial repairs. In addition, failure to properly maintain the structure could, in the extreme, potentially require the City to close the facility due to safety concerns.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Parking	G.O. Bonds	0	0	0	1,100,000	0	0	0	0	0	5,200,000	6,300,000
	Total	0	0	0	1,100,000	0	0	0	0	0	5,200,000	6,300,000

PROJECT: CITY MANAGER /OPERATION #433-School Street Parking Garage (Formerly Durgin Block)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Parking G.O. Bonds	800,000	5 Year maintenance and repairs. Intended to be completed approximately 5 years after FY18-21 renovations. Scope includes as needed repair or replacement of waterproofing / sealants / membranes, touchup paint the structural steel frame, masonry repairs to brick walls located on east elevation of the garage, as well as design services, construction oversight, and contingency.
	Parking G.O. Bonds	100,000	Security camera replacement. Installed in FY2020.
	Parking G.O. Bonds	100,000	Reclaim pavement in service alley located on the west side of the garage.
	Parking G.O. Bonds	100,000	Reclaim pavement in parking lot on south side of garage.
		$1,100,000	2026 Subtotal
2032	Parking G.O. Bonds	5,200,000	10 Year maintenance and repairs following completion of FY2018-2021 $5.8M repair and renovation project. Scope includes concrete repairs and maintenance, waterproofing repairs and maintenance, repaint steel frame), electrical system improvements, plumbing repairs / improvements, lighting improvements, pavement markings, replacement of surveillance system, façade masonry repairs, as well as design services, construction oversight, and contingency.
		$5,200,000	2032 Subtotal
	TOTAL	$6,300,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #443-City-Wide Community Center

I. PROJECT TYPE: Public Buildings

II. LOCATION: 14 Canterbury Road

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of the City-wide Community Center, which opened in June 2018.

The $8+/- million, 30,750 square foot facility features a high-school size gymnasium with locker rooms, large multipurpose room with stage and commercial warming kitchen, five multipurpose program rooms, two exercise rooms, a senior lounge, as well as part time branch library services.

The facility also serves as the headquarters for the Parks and Recreation Department.

SERVICE IMPACT: Improved customer service, recreational opportunities, and quality of life for all residents. Increased operational and maintenance costs.

IMPACT IF NOT FUNDED: Deferred maintenance will result in higher operating and maintenance costs, reduced customer satisfaction and community pride, as well as increased repair costs in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	550,000	190,000	0	740,000
General	Donations	0	10,000	0	0	0	0	0	0	0	0	10,000
	Total	0	10,000	0	0	0	0	0	550,000	190,000	0	750,000

PROJECT: REC-GROUNDS #443-City-Wide Community Center

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2024	General	Donations	10,000	Install two bocce courts, outdoor ping pong table, and corn hole facility near the Keach Park entrance into the community center.
			$10,000	2024 Subtotal
2030	General	G.O. Bonds	550,000	Reconfiguration, reconstruction, and expansion of the existing parking lots. Project increases parking supply from 70 spaces to approximately 124 spaces. Includes design, lighting, and landscaping.
			$550,000	2030 Subtotal
2031	General	G.O. Bonds	100,000	Replace original 2018 gym floor.
	General	G.O. Bonds	50,000	Placeholder for potential replacement of roof top HVAC units.
	General	G.O. Bonds	40,000	Replace indoor furnishings.
			$190,000	2031 Subtotal
	TOTAL		$750,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-SOLID WASTE #447-Landfill Soil Vapor Extraction Systems

I. PROJECT TYPE: Solid Waste Management

II. LOCATION: Old Turnpike Road Landfill and Old Suncook Landfill

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for routine repairs and refurbishment of soil vapor extraction systems located at certain City landfills.

As part of the management of the Old Suncook Landfill, a Soil Vapor Extraction (SVE) system was installed in the mid 2000's to control landfill migration off the property.

The closure of the Old Turnpike Landfill in 1995 included a landfill gas control system that originally included a flare to burn excess landfill gas. Since then, the quantity of landfill gas generated by the facility has subsided. As a result, the system actively vents to the atmosphere.

SERVICE IMPACT: Routine repair and maintenance of these systems will maintain the health and safety of the community, as well as ensure compliance with applicable environmental regulations.

IMPACT IF NOT FUNDED: Lack of routine investment will result in increased operating and maintenance costs, as well as potential equipment failure. Potential equipment failures may cause the City to be in violation of environmental regulations related to gas migration from these sites.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Solid Waste	Capital Transfer	0	0	0	0	0	0	10,000	10,000	0	0	20,000
Solid Waste	G.O. Bonds	0	0	0	0	0	125,000	45,000	0	0	0	170,000
	Total	0	0	0	0	0	125,000	55,000	10,000	0	0	190,000

PROJECT: GS-SOLID WASTE #447-Landfill Soil Vapor Extraction Systems

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2028	Solid Waste	G.O. Bonds	125,000	Old Turnpike Road Landfill: Replace original 1995 blower building and associated equipment.
			$125,000	2028 Subtotal
2029	Solid Waste	G.O. Bonds	45,000	Old Suncook Road Landfill: Replace blower system.
	Solid Waste	Capital Transfer	10,000	Old Suncook Road Landfill: Rehabilitate gas collection system and monitoring wells.
			$55,000	2029 Subtotal
2030	Solid Waste	Capital Transfer	10,000	Old Turnpike Road Landfill: Rehabilitate gas collection system and monitoring wells.
			$10,000	2030 Subtotal
	TOTAL		$190,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-WATER #451-Leak Detection

I. PROJECT TYPE: Water Distribution System

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: This project provides for the routine acquisition of leak detection equipment known as "data loggers" for the City's potable water system.

Data loggers are placed on water main valves for a period of time to record the sound of the water flowing through the pipe. The data is then uploaded to into a computer. The accompanying software then analyzes the data to determine if a water main is compromised and leaking.

SERVICE IMPACT: This project will help the City maintain the water system so as it operates as efficiently as possible by reducing water loss and waste.

IMPACT IF NOT FUNDED: If not funded, water leaks from compromised pipes will remain undetected, resulting in a less efficient water system and waste associated with lost water. Also unrepaired leaks present opportunity for potential contamination of the potable water system. Severe leaks could compromise roadways and other infrastructure.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 5 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Water	Capital Transfer	0	0	0	10,000	0	0	0	0	0	0	10,000
	Total	0	0	0	10,000	0	0	0	0	0	0	10,000

PROJECT: GS-WATER #451-Leak Detection

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Water Capital Transfer	10,000	Replace leak detection equipment.
		$10,000	2026 Subtotal
	TOTAL	$10,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

I. PROJECT TYPE: Sewer Treatment

II. LOCATION: 7 Penacook Street, Penacook

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the routine repair and maintenance of the Penacook Waste Water Treatment Plant.

The plant has been in operation since 1974. Major upgrades were completed in 2005.

The projects described herein are a series of improvements, upgrades and refurbishments of existing infrastructure.

SERVICE IMPACT: Routine repair and replacement of the plant's infrastructure provides short-term and long-term reliability, as well as ensures the facility is in compliance with various codes and regulations.

IMPACT IF NOT FUNDED: Potential for increased operating and maintenance costs over time; increased potential for costly emergency repairs; potential liabilities for failing to maintain the facility in accordance with applicable codes and regulations.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 15 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Sewer	G.O. Bonds	430,000	310,000	1,317,500	147,500	2,720,000	225,000	600,000	520,000	300,000	0	6,570,000
Sewer	Capital Close-out	80,953	0	0	0	0	0	0	0	0	0	80,953
Sewer	Capital Transfer	0	0	0	0	0	20,000	0	0	0	0	20,000
	Total	510,953	310,000	1,317,500	147,500	2,720,000	245,000	600,000	520,000	300,000	0	6,670,953

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Sewer G.O. Bonds	220,000	Concrete/structural repairs.
	Sewer G.O. Bonds	150,000	Supervisory Control and Data Acquisition (SCADA) system processor upgrades.
	Sewer Capital Close-out	80,953	Concrete/structural repairs. Closeout share.
	Sewer G.O. Bonds	60,000	Plant water piping system replacement.
		$510,953	2023 Subtotal
2024	Sewer G.O. Bonds	250,000	Plant water pump system replacement.
	Sewer G.O. Bonds	60,000	Renovation of interior finishes (paint, carpet, ceiling tiles, etc.).
		$310,000	2024 Subtotal
2025	Sewer G.O. Bonds	1,000,000	Influent screw pump replacement.
	Sewer G.O. Bonds	290,000	Roof replacement.
	Sewer G.O. Bonds	27,500	Motive pump rebuild.
		$1,317,500	2025 Subtotal
2026	Sewer G.O. Bonds	120,000	Design refurbishment of the Sequencing Batch Reactor (SBR).
	Sewer G.O. Bonds	27,500	Motive pump rebuild.
		$147,500	2026 Subtotal
2027	Sewer G.O. Bonds	2,600,000	Sequencing Batch Reactor (SBR) refurbishment.
	Sewer G.O. Bonds	120,000	Supervisory Control And Data Acquisition (SCADA) system upgrades.
		$2,720,000	2027 Subtotal
2028	Sewer G.O. Bonds	225,000	Effluent disinfection system replacement.
	Sewer Capital Transfer	20,000	Replacement of electric access gate.
		$245,000	2028 Subtotal

PROJECT: GS-SEWER #466-Penacook Waste Water Treatment Plant Improvements

2029	Sewer	G.O. Bonds	600,000	Aeration blower replacement.
			$600,000	2029 Subtotal
2030	Sewer	G.O. Bonds	520,000	Waste Tank refurbishment.
			$520,000	2030 Subtotal
2031	Sewer	G.O. Bonds	300,000	Vacuum system and valve pit refurbishment.
			$300,000	2031 Subtotal
	TOTAL		$6,670,953	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #468-Reconstruct Taxiway A & Itinerant Ramp

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: The purpose of this project is to reconstruct Taxiway A in order to support continued operation of Runway 17/35, as well as construct a Itinerant Ramp to accommodate larger aircraft as recommended in the 2006 Airport Master Plan. Taxiway A was reconstructed in 2019.

In 2004, Runway 12/30 was reconstructed and reduced in width from 150 feet to 75 feet to comply with current FAA regulations. As a result, large corporate aircrafts (such as DC 9's and Boeing 727's) can no longer taxi on the narrower runway.

SERVICE IMPACT: Project will improve safety for aircraft during take off and landing cycles, as well as help reduce maintenance expenses. Improvements will also help the airport accommodate larger corporate aircraft (a key goal of the 2006 Airport Master Plan).

IMPACT IF NOT FUNDED: Existing safety concerns regarding aircraft back taxiing on the active runway will persist, thereby potentially jeopardizing future Federal grant funds for airport improvements. In addition, the airport will not be able to easily accommodate larger corporate aircraft, thus hindering economic development goals.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Airport	Capital Transfer	0	0	0	8,334	8,556	0	0	0	0	0	16,890
Other	Federal	0	0	0	150,000	1,000,000	0	0	0	0	0	1,150,000
Other	State	0	0	0	8,334	55,556	0	0	0	0	0	63,890
	Total	0	0	0	166,668	1,064,112	0	0	0	0	0	1,230,780

PROJECT: CD-ENGINEERING SERVICES #468-Reconstruct Taxiway A & Itinerant Ramp

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	Other Federal	150,000	Design the Itinerant Ramp expansion project. The ramp shall be expanded northerly so that it will have capacity to accommodate larger aircraft. Federal share.
	Airport Capital Transfer	8,334	City share.
	Other State	8,334	State share.
		$166,668	2026 Subtotal
2027	Other Federal	1,000,000	Construct the Itinerant Ramp expansion project. Federal share.
	Other State	55,556	State share.
	Airport Capital Transfer	8,556	City share.
		$1,064,112	2027 Subtotal
	TOTAL	$1,230,780	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #471-Airport Fuel Farm

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for routine maintenance, repair, and replacement of the airport fuel farm and associated equipment.

SERVICE IMPACT: Routine investments keep the facility in compliance with applicable Federal Aviation Administration rules and regulations, as well as State and Federal environmental regulations. Routine facility improvements also maintain customer service and fuel farm market share.

IMPACT IF NOT FUNDED: Decreased customer satisfaction and potential loss of market share. Potential regulatory liability due to deteriorated fuel farm equipment.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Other	Federal	0	0	0	0	0	500,000	0	0	0	0	500,000
Other	State	0	0	0	0	0	27,778	0	0	0	0	27,778
Airport	Capital Transfer	0	0	0	0	0	27,778	0	0	0	0	27,778
	Total	0	0	0	0	0	555,556	0	0	0	0	555,556

PROJECT: CD-ENGINEERING SERVICES #471-Airport Fuel Farm

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Other Federal	500,000	Expand Fuel Farm to support increased activity at the airport per 2006 Airport Master Plan.
	Airport Capital Transfer	27,778	City Portion.
	Other State	27,778	State Portion.
		$555,556	2028 Subtotal
	TOTAL	$555,556	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: LIBRARY #477-Library Equipment Replacement

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: Concord Public Library, 45 Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The Concord Public Library utilizes certain equipment in the delivery of its services to the community that requires periodic replacement. This includes the server for the library automation system, the library automation system itself, self-check units, the security gate, and microfilm reader/printers.

SERVICE IMPACT: Routine equipment replacement allows the Concord Public Library to maintain current services provided to the community.

IMPACT IF NOT FUNDED: Services to the community will be compromised by older equipment.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 5 Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Transfer	10,000	25,000	24,000	0	0	0	0	0	0	0	59,000
	Total	10,000	25,000	24,000	0	0	0	0	0	0	0	59,000

PROJECT: LIBRARY #477-Library Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2023	General	Capital Transfer	10,000	Purchase e-commerce kiosk and software to facilitate payment of fines and fees by credit card with our library automation system onsite or remotely.
			$10,000	2023 Subtotal
2024	General	Capital Transfer	25,000	Replace main floor service desk.
			$25,000	2024 Subtotal
2025	General	Capital Transfer	24,000	Replace 4 exterior book bins.
			$24,000	2025 Subtotal
	TOTAL		$59,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-WATER #482-Water System Asset Management

I. PROJECT TYPE: Water Treatment

II. LOCATION: Various City locations

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The City's Water Master Plan recommended that the City establish a comprehensive asset management program.

An Asset Management Program, within the context of the water system, entails the combination of management, financial, economic, engineering, and other practices as applied to the water system's physical assets with the objective of providing the required level of service in the most cost-effective manner.

Asset Management includes the management of the entire lifecycle of the infrastructure assets, including design, construction, commissioning, operating, maintaining, repairing, modifying, replacing and decommissioning/disposal of infrastructure at the end of its useful life.

This effort shall include an analysis by outside experts to assist with the development of the program's scope and resource requirements. This effort shall also include a "gap analysis", which is a business assessment tool that enables organizations to compare actual performance with its potential performance, as compared to similar top performing organizations in the industry.

SERVICE IMPACT: Compliance with GASB 34. Benefits include helping management to document a baseline reference point to measure improvement and guide short term and long term recommendations including multi year budget estimates.

IMPACT IF NOT FUNDED: Lack of data for informed long-term planning could result in waste and service inefficiencies.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

PROJECT: GS-WATER #482-Water System Asset Management

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Water	G.O. Bonds	0	0	90,000	0	0	0	0	0	0	0	90,000
	Total	0	0	90,000	0	0	0	0	0	0	0	90,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Water G.O. Bonds	90,000	Implementation of an asset management strategy. Acquisition of equipment and software.
		$90,000	2025 Subtotal
	TOTAL	$90,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #484-Police Station Improvements

I. PROJECT TYPE: Public Buildings

II. LOCATION: Police Station, Green Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for routine maintenance and repair of the Police Station.

Typical projects include window replacement, roof rehabilitation, paint and carpet refurbishment, lighting improvements, HVAC upgrades, building system upgrades, and other similar projects.

SERVICE IMPACT: Improve usability, maintainability, and energy efficiency of the Police Department.

IMPACT IF NOT FUNDED: Deterioration of building systems may result in energy inefficiency, increased maintenance and operating costs, as well as decreased morale for employees working in the building.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	175,000	0	200,000	225,000	250,000	250,000	0	0	0	0	1,100,000
	Total	175,000	0	200,000	225,000	250,000	250,000	0	0	0	0	1,100,000

PROJECT: POLICE - OPERATIONS #484-Police Station Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	150,000	Elevator improvements.
	General G.O. Bonds	25,000	Equipment charging stations and associated locker room electrical improvements.
		$175,000	2023 Subtotal
2025	General G.O. Bonds	200,000	Roof replacement.
		$200,000	2025 Subtotal
2026	General G.O. Bonds	75,000	Electrical improvements (facility wide).
	General G.O. Bonds	150,000	Refurbish third floor office suites and common spaces. Improvements include: ceiling tiles, LED lighting, HVAC upgrades, paint and carpet. Renovations to the Computer Crimes Unit shall also include paint, countertops, cabinets, and static resistant flooring.
		$225,000	2026 Subtotal
2027	General G.O. Bonds	250,000	HVAC System upgrades. Phase 1 of 2.
		$250,000	2027 Subtotal
2028	General G.O. Bonds	250,000	HVAC System upgrades. Phase 2 of 2.
		$250,000	2028 Subtotal
	TOTAL	$1,100,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #492-Runway Protection Zone (RPZ) Obstruction Removal

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to make regular investments in the management of obstructions within the Airport's Runway Protection Zones (RPZs).

Investments include property acquisition (both fee simple and easements), as well as management of tall vegetation and other potential obstructions.

Grant contracts with the US FAA and State of New Hampshire for major capital improvement projects completed at the Airport over the last several years require the City to undertake certain periodic runway protection zone improvements in order to ensure ongoing safety for aircraft using the facility. The 2006 Airport Master Plan identified obstructions and aviation hazards in approaches to runways. In 2007, an Obstruction Removal Management Plan was completed that identifies all obstructions and easements required to remove the obstructions within runway safety zones. Future removals and acquisitions will be programmed in the CIP out years.

SERVICE IMPACT: Provides for FAA mandated control of safety areas.

IMPACT IF NOT FUNDED: Potential threats to aircraft during take offs and landings, as well as loss of Federal funding and potential decrease in activity at the airport.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

PROJECT: CD-ENGINEERING SERVICES #492-Runway Protection Zone (RPZ) Obstruction Removal

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Airport	Capital Transfer	0	0	0	0	11,400	11,400	0	0	0	0	22,800
Other	Federal	0	0	0	0	205,200	205,200	0	0	0	0	410,400
Other	State	0	0	0	0	11,400	11,400	0	0	0	0	22,800
	Total	0	0	0	0	228,000	228,000	0	0	0	0	456,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Other Federal	205,200	Design aviation easement and runway obstruction removal (RPZ and Greeley Street). Federal share.
	Other State	11,400	Design aviation easement and runway obstruction removal (RPZ and Greeley Street). State share.
	Airport Capital Transfer	11,400	Design aviation easement and runway obstruction removal (RPZ and Greeley Street). City share
		$228,000	2027 Subtotal
2028	Other Federal	205,200	Airport obstruction removal (RPZ ad Greeley Street). Federal share.
	Airport Capital Transfer	11,400	Airport obstruction removal (RPZ ad Greeley Street). City share.
	Other State	11,400	Airport obstruction removal (RPZ ad Greeley Street). State share.
		$228,000	2028 Subtotal
	TOTAL	$456,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #502-Whitney Road Extension

I. PROJECT TYPE: Streets New Construction

II. LOCATION: Roadway extension southerly of existing Whitney Road terminus to Sewalls Falls Road.

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to extent Whitney Road southerly from its current terminus near the Penacook Waste to Energy Plant to Sewalls Falls Road for the purpose of promoting economic development, as well as improving the efficiency of the local highway system.

The new roadway would also feature the following utilities: natural gas, potable water, and sanitary sewer.

The anticipated route of new roadway will generally follow the existing water main easement between Whitney Road and Sewalls Falls Road.

SERVICE IMPACT: The project will provide access to landlocked real estate north of the Concord Monitor to foster development, tax base expansion, as well as other economic development goals and objectives. The project also improves the efficiency of the local road network by connecting Sewalls Falls Road to US Route 4 and Exit 17 on Interstate 93. Project will result in future maintenance costs for the community.

IMPACT IF NOT FUNDED: Reduces economic development opportunities in northerly development corridor.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2009 PREVIOUS AMOUNT:

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

PROJECT: CD-ENGINEERING SERVICES #502-Whitney Road Extension

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Sewer	G.O. Bonds	0	0	0	0	0	525,000	0	0	0	0	525,000
General	G.O. Bonds	0	0	0	0	200,000	2,800,000	0	0	0	0	3,000,000
	Total	0	0	0	0	200,000	3,325,000	0	0	0	0	3,525,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	200,000	Design roadway and sewer improvements for Whitney Road Extension.
		$200,000	2027 Subtotal
2028	General G.O. Bonds	2,800,000	Construct of Whitney Road Extension. Excludes water mains as project may follow existing water main easement.
	Sewer G.O. Bonds	525,000	Construct sewer improvements within Whitney Road Extension.
		$3,325,000	2028 Subtotal
	TOTAL	$3,525,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #505-South Main Street Corridor Improvements

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: South Main Street from South State Street to Langdon Avenue

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to implement a variety of transportation improvements as identified by a traffic study which was completed as part of the redevelopment of the former Blue Cross / Blue Shield property (#2 Pillsbury Street) in 2006.

The study identified a variety of issues and provided recommendations for long-term improvement of South Main Street (from Water Street to the Bow Town Line) including street corridor improvements, additional lane designations, as well as installation of traffic signals and streetscape improvements.

This multi-year, phase improvement program is intended to address roadway capacity and level of service requirements associated with the redevelopment of 2 Pillsbury Street, as well as future redevelopment of the former South End Rail Yard near Langdon Avenue.

SERVICE IMPACT: Moderate increase in highway operation and maintenance costs.

IMPACT IF NOT FUNDED: Limited future economic development/redevelopment potential. No change of traffic levels of service in the South End Neighborhood.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	160,000	1,150,000	0	1,310,000
	Total	0	0	0	0	0	0	0	160,000	1,150,000	0	1,310,000

PROJECT: CD-ENGINEERING SERVICES #505-South Main Street Corridor Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	General G.O. Bonds	160,000	Design of South Main Street corridor improvements including installation of traffic signals at Pillsbury Street, as well as other intersection improvements at Gas Street, Allison Street, South State Street and Langdon Avenue.
		$160,000	2030 Subtotal
2031	General G.O. Bonds	1,150,000	Construct South Main Street corridor improvements including installation of traffic signals at Pillsbury Street, as well as other intersection improvements at Gas Street, Allison Street, South State Street and Langdon Avenue Street Corridor Improvements = $525,000 Traffic Signals @ Pillsbury Street = $200,000 Realignment of South State Street (no right-of-way costs) = $125,000 Intersection Improvements @ Allison Street, Gas Street, and Langdon Avenue = $300,000
		$1,150,000	2031 Subtotal
	TOTAL	$1,310,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #514-Airport Parking Lot Improvements

I. PROJECT TYPE: Airport

II. LOCATION: Concord Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The FY2006 Master Plan recommended the expansion of parking areas adjacent to the terminal building to support increased parking demand associated with special events, such as the annual NASCAR races held at the NH Motor Speedway in Loudon each summer.

SERVICE IMPACT: The project results in expanded parking for special events. Some events may result in additional revenues for the facility.

IMPACT IF NOT FUNDED: Status quo conditions will remain unchanged. Potential expanded use of the airport for special community events will remain untapped.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Airport	G.O. Bonds	0	0	0	0	0	0	0	0	160,000	160,000	320,000
	Total	0	0	0	0	0	0	0	0	160,000	160,000	320,000

PROJECT: CD-ENGINEERING SERVICES #514-Airport Parking Lot Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2031	Airport G.O. Bonds	160,000	Reconfigure and expand the existing automobile parking lot near the terminal building per the 2006 Airport Master Plan.
		$160,000	2031 Subtotal
2032	Airport G.O. Bonds	160,000	Create overflow turf parking lot per the 2006 Airport Master Plan.
		$160,000	2032 Subtotal
	TOTAL	$320,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #515-Golf Course Winter Recreation Improvements

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to facilitate implementation of winter recreational activities at the Beaver Meadow Golf Course in order to expand year round use of this community asset. Specifically, the project shall provide funding for acquisition of equipment and infrastructure improvements to support cross country skiing, skating and sledding and other winter recreational programs.

SERVICE IMPACT: Expanded seasonal use will enhance the communities recreational opportunities and potentially become a source of new revenues for the Golf Fund. Increased operating and maintenance costs to maintain infrastructure and for long-term equipment replacement.

IMPACT IF NOT FUNDED: Winter recreational opportunities for residents will remain unchanged.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 5

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Donations	0	0	50,000	0	0	0	0	50,000	0	0	100,000
General	G.O. Bonds	40,000	0	0	0	0	0	0	0	0	0	40,000
	Total	40,000	0	50,000	0	0	0	0	50,000	0	0	140,000

PROJECT: REC-GROUNDS #515-Golf Course Winter Recreation Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2023	General	G.O. Bonds	40,000	John Deere 2025R 4 wheel drive tractor with attachments to maintain skate pond.
			$40,000	2023 Subtotal
2025	General	Donations	50,000	Phase 2 of Expanded Winter Operations includes adding snow making to the course
			$50,000	2025 Subtotal
2030	General	Donations	50,000	Purchase recreational equipment; cross country skies and boots and skates for rental.
			$50,000	2030 Subtotal
	TOTAL		$140,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #518-Bridge and Dam Maintenance / Repairs

I. PROJECT TYPE: Bridges

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project is intended to provide funding for major maintenance or repair work on the City's bridges and dams as mandated by NH Department of Transportation, NH Department of Environmental Services, Federal Highway Administration, but not full reconstruction.

As of April 2015, the City owned and maintained 20 bridges and 14 dams.

SERVICE IMPACT: Maintain structural integrity and repair of the City's bridge and dam inventory with no change in regular maintenance costs.

IMPACT IF NOT FUNDED: Continued deterioration of major bridge and dam components resulting in increased maintenance costs and potential for restricted use (load limits and safety violations).

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2010 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	250,000	0	0	0	0	0	0	0	0	250,000
General	Highway Reserve	0	75,000	100,000	0	0	0	0	0	0	0	175,000
	Total	0	325,000	100,000	0	0	0	0	0	0	0	425,000

PROJECT: CD-ENGINEERING SERVICES #518-Bridge and Dam Maintenance / Repairs

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2024	General	G.O. Bonds	250,000	Rehabilitation of a structurally deficient section of the Turtle Town Pond Dam.
	General	Highway Reserve	75,000	Pressure wash and seal the following bridges: Commercial Street over Wattanummon Brook (140/113) Water Street over B&M Railroad Corridor (180/100)
			$325,000	2024 Subtotal
2025	General	Highway Reserve	100,000	Pressure wash and seal the following bridges: Delta Drive over Pedestrian Walk (142/113) Langley Parkway over Pedestrian Walk (173/071) Village Street over Contoocook River (040/070) Washington Street over Mill Outlet (048/082)
			$100,000	2025 Subtotal
	TOTAL		$425,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #519-Manchester Street/Old Turnpike Road Intersection Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: Manchester Street and Old Turnpike Road

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: Following the completion of Regional Drive in 2005, traffic within the Manchester Street/Old Turnpike Road/Regional Drive corridor has continued to grow. As a result, recent changes to signal timing at the Manchester Street and Old Turnpike Road has improved levels of service. However, with traffic growth expected in the near term, intersection geometry improvements will be required.

This project includes traffic signal design and expansion of the Old Turnpike Road approach to two (2) right turn lanes unto Manchester Street. This project will be coordinated with the ongoing design efforts at Terrill Park.

SERVICE IMPACT: Improved vehicle safety and increased capacity in this designated arterial corridor.

IMPACT IF NOT FUNDED: Continued congestion and reduced levels of service at the intersection.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2010 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	0	0	500,000	0	0	0	0	500,000
	Total	0	0	0	0	0	500,000	0	0	0	0	500,000

PROJECT: CD-ENGINEERING SERVICES #519-Manchester Street/Old Turnpike Road Intersection Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	500,000	Design and construction of improvements to Old Turnpike Road approach to Manchester Street including modifications to the existing traffic signal.
		$500,000	2028 Subtotal
	TOTAL	$500,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #520-Intersection Safety Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: Various Locations Throughout the City

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to modify certain street intersections to improve geometry and improve safety.

With continued focus on intersection safety, the Traffic Operations Committee outlined specific intersections with skewed geometry, multiple side-street approaches, sight distance limitations, and potential for high-speed turns. Each project is intended to be scheduled concurrently with the annual paving program (CIP #78) to reduce costs and improve safety and traffic operations.

Project improvements typically include realigning the side-street intersection approaches to a traditional "T" type intersection configuration. Final intersection option will be reviewed with City Council.

Program intersections include Lilac Street/Borough Road, Washington Street/Centre Street, Graham Road/Snow Pond Road, Carter Hill Road/Lakeview Drive, Abbott Road/Sewalls Falls Road, Mountain Road/Sanborn Road.

SERVICE IMPACT: Improved vehicle safety and sight distance at the intersection.

IMPACT IF NOT FUNDED: Continued safety concern and limited sight distance.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2010 PREVIOUS AMOUNT:

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

PROJECT: CD-ENGINEERING SERVICES #520-Intersection Safety Improvements

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	15,000	0	0	0	0	0	0	0	15,000
General	Highway Reserve	25,000	75,000	35,000	50,000	100,000	50,000	0	0	0	0	335,000
	Total	25,000	75,000	50,000	50,000	100,000	50,000	0	0	0	0	350,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General Highway Reserve	25,000	Reconstruct the Lilac St/ Borough Rd intersection in coordination with CIP #78 reclamation of Lilac St.
		$25,000	2023 Subtotal
2024	General Highway Reserve	75,000	Reconstruct/realign the Washington Street / Centre Street Intersection
		$75,000	2024 Subtotal
2025	General Highway Reserve	35,000	Reconstruct/realign the Abbott Road / Sewalls Falls Road Intersection.
	General G.O. Bonds	15,000	Reconstruct/realign the Abbott Road / Sewalls Falls Road Intersection.
		$50,000	2025 Subtotal
2026	General Highway Reserve	50,000	Reconstruct the Carter Hill Road/ Lakeview Drive Intersection.
		$50,000	2026 Subtotal
2027	General Highway Reserve	100,000	Reconstruct the Mountain Road / Sanborn Road Intersection
		$100,000	2027 Subtotal
2028	General Highway Reserve	50,000	Reconstruct the Graham Road / Snow Pond Road Intersection
		$50,000	2028 Subtotal
	TOTAL	$350,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #521-Police Firearms Range Improvements

I. PROJECT TYPE: Public Buildings

II. LOCATION: Concord Police Firearms Range

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide for periodic repair and refurbishment of the Concord Police Department Firearms Range. Improvements include repair and replacement of the training shoot house, range, driveways, berms, and associated facilities.

Phase I was completed in FY2014. Improvements included removal reconstruction of protective berms and removal of heavy metals. A new retaining wall was also constructed.

Phase II of the project involves removing the existing awning and replacing it with a new one. Also, paving the pistol range itself. Current pavement is more than 25 years old. It is worn, cracked and a tripping hazard in places.

SERVICE IMPACT: Failure to maintain the range could result in closure of the facility. This would have a negative impact on the ability of police officers to train and maintain fire arms certifications.

IMPACT IF NOT FUNDED: Firearms training and qualification is mandatory for police officers. If the range continues to deteriorate, it will be rendered unusable for training and qualifications. Police officers will have to travel out of town for training and qualifications. Police officers are required to qualify twice each year.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Transfer	0	0	0	0	20,000	0	0	0	0	0	20,000
	Total	0	0	0	0	20,000	0	0	0	0	0	20,000

PROJECT: POLICE - OPERATIONS #521-Police Firearms Range Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General Capital Transfer	20,000	Remove lead from berms, restore berms, replace range wall timbers as necessary.
		$20,000	2027 Subtotal
	TOTAL	$20,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #522-Patrol Rifle Replacements

I. PROJECT TYPE: Public Safety

II. LOCATION: Concord Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for the routine issuance and replacement of the Police Department's rifles.

SERVICE IMPACT: Project will expand the Police Department's inventory of individually issued rifles, as well as upgrade the optics and lighting on new and existing rifles. The Department is seeking sufficient supply of rifles so as they may be individually assigned to officers rather than used as a pooled resource.

IMPACT IF NOT FUNDED: Not all officers will be assigned patrol rifles. This limits the ability of rifles to be deployed when necessary due to the specific threat of an incident. This potentially affects officer safety, as well as the safety of community members.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	15,000	0	0	0	0	0	0	0	15,000
	Total	0	0	15,000	0	0	0	0	0	0	0	15,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	15,000	Purchase of new Patrol Rifles.
		$15,000	2025 Subtotal

PROJECT:	POLICE - OPERATIONS	#522-Patrol Rifle Replacements
TOTAL		$15,000

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: INFORMATION TECHNOLOGY #525-Telephone System Replacement Program

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: All City Departments and Agencies

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for routine maintenance and replacement of the City's telephone system.

SERVICE IMPACT: Periodic replacement of the telephone system will ensure a reliable form of communications for emergency services, normal daily operations, customer service, and alarm systems.

IMPACT IF NOT FUNDED: Increased frequency and duration of equipment failure resulting in risk to public safety and inability to perform normal daily business.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2001 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15 Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Transfer	0	0	0	225,000	0	0	0	0	0	0	225,000
Sewer	Capital Transfer	0	0	0	37,500	0	0	0	0	0	0	37,500
Water	Capital Transfer	0	0	0	37,500	0	0	0	0	0	0	37,500
	Total	0	0	0	300,000	0	0	0	0	0	0	300,000

PROJECT: INFORMATION TECHNOLOGY #525-Telephone System Replacement Program

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General Capital Transfer	225,000	Replacement of the Voice Over Internet Protocol (VOIP) telephone system.
	Sewer Capital Transfer	37,500	Sewer share of above.
	Water Capital Transfer	37,500	Water share of above.
		$300,000	2026 Subtotal
	TOTAL	$300,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #527-Fire Department EMS Equipment Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: All City Ambulances, Police Vehicles & City Buildings.

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The systematic replacement of the cardiac monitors and automated external defibrillators (AEDs) used by the Fire Department, Police Department, and are also publicly accessible in City buildings.

SERVICE IMPACT: Routine replacement of equipment maintains the City's EMS capabilities.

IMPACT IF NOT FUNDED: Continued use of existing cardiac monitors and AED's would result in higher maintenance costs, as well as potentially put the public at risk due to equipment failures.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2004 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 7 Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	500,000	0	0	0	0	0	0	600,000	0	1,100,000
	Total	0	500,000	0	0	0	0	0	0	600,000	0	1,100,000

PROJECT: FIRE #527-Fire Department EMS Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2024	General	G.O. Bonds	500,000	Replacement of cardiac monitors and associated equipment used on all Fire Department and Police Department vehicles, as well as those located within all city buildings. Total of 60 AED units.
			$500,000	2024 Subtotal
2031	General	G.O. Bonds	600,000	Replacement of cardiac monitors and associated equipment used on all Fire Department and Police Department vehicles, as well as those located within all city buildings and Parks & Rec. Total of 60 AED units.
			$600,000	2031 Subtotal
	TOTAL		$1,100,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #528-Pocket Parks

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to make routine investments in the repair and replacement of infrastructure at the City's four pocket parks, as follows: Reed, Fletcher-Murphy, West Street, William P. Thompson.

SERVICE IMPACT: Well maintained parks improve property values, minimize potential liabilities, provide quality recreational offerings to the community, and help maintain civic pride.

IMPACT IF NOT FUNDED: Lack of investment will result in disuse of these assets by the community. Facilities could become attractive nuisances. Existing deficiencies will remain unchanged and future costs to repair / replace infrastructure will increase. Would create unsafe areas for community use.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	300,000	0	40,000	0	0	50,000	0	0	390,000
	Total	0	0	300,000	0	40,000	0	0	50,000	0	0	390,000

PROJECT: REC-GROUNDS #528-Pocket Parks

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	300,000	Replace playground equipment in all pocket parks. Includes installation of poured in place safety surfacing.
		$300,000	2025 Subtotal
2027	General G.O. Bonds	40,000	Reed Pocket Park. Replace softball backstop.
		$40,000	2027 Subtotal
2030	General G.O. Bonds	50,000	Fix and repaint the basketball courts in each pocket park.
		$50,000	2030 Subtotal
	TOTAL	$390,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CITY MANAGER /OPERATION #529-Storrs Street Parking Garage (Formerly Capital Commons)

I. PROJECT TYPE: Parking

II. LOCATION: 75 Storrs Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide for improvements to the Storrs Street Parking Garage (formerly known as the Capital Commons Municipal Parking Garage). The 177,000SF facility opened in July 2007. It originally contained 516 spaces; however, 3 spaces were converted into storage space for the Downtown Services Team in 2016.

Proposed improvements include, but are not limited to, concrete repairs, deck sealing and waterproofing, repair and replacement of expansion joints, elevator improvements, drainage repairs, as well as lighting, surveillance, and signage improvements.

SERVICE IMPACT: Routine investment by the City will ensure the facility's long-term viability (both structurally and economically), improve safety and convenience for users, as well as support economic development efforts in downtown.

IMPACT IF NOT FUNDED: Deferred maintenance could render all, or a portion, of the garage unusable. This would result in a loss of revenue for the Parking Fund, as well as reduction in the supply of parking spaces downtown, thereby potentially having a negative effect on nearby businesses and residences. Continued deterioration of the facility will likely result in more costly and substantial repairs. In addition, failure to properly maintain the structure could, in the extreme, potentially require the City to close the facility due to safety concerns.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2011 PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Parking	G.O. Bonds	0	0	0	0	1,500,000	0	0	0	0	10,000,000	11,500,000
	Total	0	0	0	0	1,500,000	0	0	0	0	10,000,000	11,500,000

PROJECT: CITY MANAGER /OPERATION #529-Storrs Street Parking Garage (Formerly Capital Commons)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Parking G.O. Bonds	1,500,000	5 year repair and refresh following work completed in FY2022. As needed minor concrete repairs, waterproofing repairs and replacement, replacement of security cameras installed in FY2020, as well as design services and contingency.
		$1,500,000	2027 Subtotal
2032	Parking G.O. Bonds	10,000,000	Comprehensive repair and renovation of the Storrs Street Parking Garage (25 year renovation). Repair / replace mechanical systems, repair / replace plumbing system, upgrade lighting fixtures and security cameras, replace elevator, as well as design services and contingency.
		$10,000,000	2032 Subtotal
	TOTAL	$11,500,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #530-Golf Course Equipment

I. PROJECT TYPE: Golf

II. LOCATION: Beaver Meadow Golf Course

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide for routine replacement of golf course vehicles and equipment.

SERVICE IMPACT: Routine investments in golf course equipment allows grounds crews to use more reliable and efficient equipment to complete maintenance tasks, thereby helping to maximize available course time for players.

IMPACT IF NOT FUNDED: Lack of reliable equipment could result in reduced quality of course conditions or increased inefficiency of maintenance operations, thereby resulting in player dissatisfaction, potential loss of market share, and reduced revenues.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Golf	G.O. Bonds	70,000	35,000	35,000	70,000	35,000	70,000	35,000	35,000	70,000	0	455,000
	Total	70,000	35,000	35,000	70,000	35,000	70,000	35,000	35,000	70,000	0	455,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Golf G.O. Bonds	70,000	Replace Fairway Mower
		$70,000	2023 Subtotal

PROJECT: REC-GROUNDS #530-Golf Course Equipment

2024	Golf G.O. Bonds	35,000	Replace One Aerator
		$35,000	2024 Subtotal
2025	Golf G.O. Bonds	35,000	Replace One Triplex Mower
		$35,000	2025 Subtotal
2026	Golf G.O. Bonds	70,000	Replace Rough Mower
		$70,000	2026 Subtotal
2027	Golf G.O. Bonds	35,000	Replace One Utility Vehicle
		$35,000	2027 Subtotal
2028	Golf G.O. Bonds	70,000	Replace One Rough Mower
		$70,000	2028 Subtotal
2029	Golf G.O. Bonds	35,000	Replace One Triplex Mower
		$35,000	2029 Subtotal
2030	Golf G.O. Bonds	35,000	Replace One Aerator
		$35,000	2030 Subtotal
2031	Golf G.O. Bonds	70,000	Replace Fairway Mower
		$70,000	2031 Subtotal
	TOTAL	$455,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #534-Tie Down Rehabilitation and Expansion

I. PROJECT TYPE: Airport

II. LOCATION: Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for routine maintenance and improvement of the Tie Down area at the Concord Municipal Airport.

In 1990, the city constructed Phase I of the Based Aircraft Tie Down Apron Expansion Project. This project created 56 tie downs for airport users to secure their planes. Currently the existing tie downs are 70% occupied.

This project will create an additional 32 tie down aprons on approximately 2 acres of land in a designated conservation zone. Therefore, development of this area will require an amendment to the agency agreement governing the conservation zones.

SERVICE IMPACT: Project will help implement the goals of the 2006 Airport Master Plan by providing additional capacity for general aviation users to be based at the airport.

IMPACT IF NOT FUNDED: Stagnant revenues and loss of market share to other regional general aviation airports such as Lebanon, Rochester, Laconia, and Nashua.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years)

PROJECT: CD-ENGINEERING SERVICES #534-Tie Down Rehabilitation and Expansion

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Airport	Capital Transfer	0	0	8,334	37,500	60,000	0	0	0	0	0	105,834
Other	Federal	0	0	150,000	675,000	1,080,000	0	0	0	0	0	1,905,000
Other	State	0	0	8,334	37,500	60,000	0	0	0	0	0	105,834
	Total	0	0	166,668	750,000	1,200,000	0	0	0	0	0	2,116,668

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Other Federal	150,000	Design reconstruction and expansion of tie-down area. Federal share.
	Airport Capital Transfer	8,334	City share.
	Other State	8,334	State share.
		$166,668	2025 Subtotal
2026	Other Federal	675,000	Construct approximately 2 acres of new aircraft tie down aprons. Federal share.
	Other State	37,500	State share.
	Airport Capital Transfer	37,500	City share.
		$750,000	2026 Subtotal
2027	Other Federal	1,080,000	Reconstruct existing aircraft tie down aprons. Federal share.
	Airport Capital Transfer	60,000	City share.
	Other State	60,000	State share.
		$1,200,000	2027 Subtotal
	TOTAL	$2,116,668	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #536-Hangar Replacement

I. PROJECT TYPE: Airport

II. LOCATION: Municipal Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: Replace hangers 1, 2, and 3 in accordance with the 2006 Airport Master Plan. These hangers were constructed in the early 1930's and have exceeded their useful life.

SERVICE IMPACT: The hanger infrastructure requires ongoing maintenance. The plumbing, electrical and heating systems are substandard and inefficient.

IMPACT IF NOT FUNDED: Increased long-term costs for more extensive repairs necessitated by deferred maintenance. Potential loss of customers / revenues for the airport, thereby eroding airport market share, due to obsolete facilities.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 40 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Other	State	0	0	0	0	0	0	0	26,500	0	0	26,500
Airport	Capital Transfer	0	0	0	0	0	0	0	26,500	0	0	26,500
Other	Federal	0	0	0	0	0	0	0	477,000	0	0	477,000
	Total	0	0	0	0	0	0	0	530,000	0	0	530,000

PROJECT: CD-ENGINEERING SERVICES #536-Hangar Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	Other Federal	477,000	Replace Hangar 1. Federal share.
	Other State	26,500	Replace Hangar 1. State share.
	Airport Capital Transfer	26,500	Replace Hanger 1. City share.
		$530,000	2030 Subtotal
	TOTAL	$530,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #541-Regional Drive/Chenell Drive Intersection Improvements

I. PROJECT TYPE: Intersections

II. LOCATION: Regional Drive and Chenell Drive

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: Following the completion of Regional Drive in 2005, traffic along the Regional Drive corridor continues to grow. As a result of continued development along Chenell Drive, as well as development along the Regional Drive corridor, the Traffic Operations Committee has been monitoring traffic volumes, accident data and the frequency of pedestrian activities at critical intersections along the arterial corridor. In an effort to maintain acceptable levels of service and traffic safety, intersection improvements will be required. Intersection improvements could be in the form of a roundabout or traffic signal.

SERVICE IMPACT: Improved vehicle safety and increased capacity along this arterial corridor.

IMPACT IF NOT FUNDED: Potential increases in congestion and accidents, as well as potentially reduced Level of Service.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2012 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	300,000	1,900,000	0	0	0	0	0	0	2,200,000
	Total	0	0	300,000	1,900,000	0	0	0	0	0	0	2,200,000

PROJECT: CD-ENGINEERING SERVICES #541-Regional Drive/Chenell Drive Intersection Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	300,000	Design of improvements to the Regional Drive / Chenell Drive intersection.
		$300,000	2025 Subtotal
2026	General G.O. Bonds	1,900,000	Construction of improvements to the Regional Drive / Chenell Drive intersection.
		$1,900,000	2026 Subtotal
	TOTAL	$2,200,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #543-Merrimack River Greenway Trail Project

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: City-wide along Merrimack River Corridor

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to implement creation of the Merrimack River Greenway Trail.

The Merrimack River Greenway Trail is envisioned to be a continuous, off-street path, roughly following the Merrimack River connecting the eventual terminus of the Northern Rail Trail to the north and the proposed Salem to Concord Bikeway to the south. The path is intended to be a 4-season paved facility, to serve pedestrians, bicyclists, skiers, snowshoers and other non motorized users, and to be universally accessible to the maximum extent practical.

Included as a major project initiative in the comprehensive Bicycle Master Plan, the project is intended to serve both transportation and recreation purposes, connecting villages, providing access to the River and adjacent open space, providing safe and inviting health and fitness opportunities. The Path will provide river views and access when possible, and it will follow a somewhat north-south route to facilitate transportation use. It is consistent with the Concord 2030 Master Plan and Concord's Vision for 2020 by connecting neighborhoods and re-connecting Concord to the River.

In 2019-2020, City, local, and Land and Water Conservation funds were used to design, permit, and construct the first 1,600 feet of the paved trail through Terrill Park just north of Manchester Street. In the fall of 2020, City Council appropriated $90,000 of city funds to design the section of trail from Terrill Park to Loudon Road with construction anticipated in 2023 pending receipt of additional grants and donations.

This project is contingent upon raising significant funds from other non-City sources, such as grants from the State and Federal governments as well as donations from local interest groups and stakeholders.

SERVICE IMPACT: Improved recreational / transportation opportunities for non-motorized means. Increase in operations and maintenance budget due to resurfacing, sweeping and management of vegetation. Snow removal will not be necessary as this trail is to provide an opportunity for winter recreation / transportation.

PROJECT: CD-ENGINEERING SERVICES #543-Merrimack River Greenway Trail Project

IMPACT IF NOT FUNDED: Failure to meet key objectives set out in the Master Plan 2030, the Conservation Commission's Endowment for the 21st Century Conservation & Open Space Initiative, and Concord 2020 Vision principles. Options for walking and bicycling will be limited to street, sidewalks, or un-improved hiking trails, leaving a gap in outdoor recreation opportunities. Long distance trails arriving from the north and south will terminate at the Concord line with no through connection. Many connections between open spaces and recreational trails will not be met. An opportunity to help the city meet its goals to re-connect to the Merrimack River will be missed. An opportunity to diversify Concord's transportation system by adding green, healthy, non-motorized options will be missed.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Other	State	0	0	8,800,000	0	0	0	0	0	0	0	8,800,000
General	Donations	0	0	1,100,000	0	0	0	0	0	0	0	1,100,000
General	G.O. Bonds	0	0	1,100,000	0	0	0	0	0	0	0	1,100,000
	Total	0	0	11,000,000	0	0	0	0	0	0	0	11,000,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	Other State	8,800,000	Design and construction of Phases 2 - 8 of the MRGT. State portion (80%)
	General Donations	1,100,000	Design and construction of Phases 2 - 8 of the MRGT. Donation portion (10%)
	General G.O. Bonds	1,100,000	Design and construction of Phases 2 - 8 of the MRGT, located between Loudon Road to Contoocook River, to be funded with a mix of grants, donations and City funds. City portion of project (10%) assuming additional donations cannot cover the "match". Total estimated costs: $11,000,000 (for the remaining 7 phases) Design: $1,650,000 Construction: $8,250,000 Project Administration: $1,100,000
		$11,000,000	2025 Subtotal
	TOTAL	$11,000,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-PUBLIC PROPERTIES #551-Library Maintenance

I. PROJECT TYPE: Public Buildings

II. LOCATION: Main Library and Penacook Branch Library

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide for routine maintenance, repair, renovation, and refurbishment of the City's Green Street and Penacook Branch libraries.

SERVICE IMPACT: Routine investments results in safe, functional facilities for the community.

IMPACT IF NOT FUNDED: Facilities may become unserviceable, occupant safety would be compromised. Buildings will continue to deteriorate. Water infiltration could damage / ruin portions of the library's collection. Employee morale and civic pride will be negatively impacted.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Transfer	0	0	0	0	0	10,000	0	4,000	0	0	14,000
General	G.O. Bonds	0	300,000	50,000	300,000	250,000	275,000	100,000	0	0	0	1,275,000
	Total	0	300,000	50,000	300,000	250,000	285,000	100,000	4,000	0	0	1,289,000

PROJECT: GS-PUBLIC PROPERTIES #551-Library Maintenance

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2024	General	G.O. Bonds	200,000	Interior finish upgrades. (Green Street)
	General	G.O. Bonds	100,000	Upgrade HVAC controls. (Green Street)
			$300,000	2024 Subtotal
2025	General	G.O. Bonds	50,000	Fire alarm system upgrades. (Green Street)
			$50,000	2025 Subtotal
2026	General	G.O. Bonds	300,000	Window refurbishment/replacement. (Green Street)
			$300,000	2026 Subtotal
2027	General	G.O. Bonds	250,000	Library Elevator Replacement. (Green Street)
			$250,000	2027 Subtotal
2028	General	G.O. Bonds	150,000	Handicap ramp replacement. (Penacook)
	General	G.O. Bonds	125,000	Roof replacement. (Penacook)
	General	Capital Transfer	10,000	Chimney repair. (Penacook)
			$285,000	2028 Subtotal
2029	General	G.O. Bonds	100,000	Refurbish HVAC system and controls. (Green Street)
			$100,000	2029 Subtotal
2030	General	Capital Transfer	4,000	Fire escape repairs. (Penacook)
			$4,000	2030 Subtotal
	TOTAL		$1,289,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #555-Handgun Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide funding for the routine replacement of Police Department handguns. To assure reliability, service weapons are replaced after approximately 10 years of service.

SERVICE IMPACT: Older service weapons become susceptible to reliability concerns and require increased maintenance.

IMPACT IF NOT FUNDED: Reliability and safety could be compromised. Increased maintenance costs to maintain older service weapons.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Transfer	0	0	0	0	50,000	0	0	0	0	0	50,000
	Total	0	0	0	0	50,000	0	0	0	0	0	50,000

PROJECT: POLICE - OPERATIONS #555-Handgun Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General Capital Transfer	50,000	Replace handguns purchased in FY 2017.
		$50,000	2027 Subtotal
	TOTAL	$50,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #557-Memorial Field

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: 70 South Fruit Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to establish a capital improvement program for Memorial Field. Projects herein are intended to repair and refurbish existing infrastructure, as well as construct new amenities to serve the community in accordance with applicable facility master plans. Typical improvements include: field improvements, bleachers replacement, building repairs, court refurbishment, and lighting.

SERVICE IMPACT: Routine maintenance of preserves and improves usability of Memorial Field amenities.

IMPACT IF NOT FUNDED: Deferred maintenance will result in more significant, expensive repairs in the future. Obsolete facilities will result in decreased utilization and diminished customer satisfaction. Lack of routine maintenance may also create potential liabilities for the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Donations	275,000*	0	0	0	0	0	0	0	0	0	275,000
General	G.O. Bonds	0	75,000	2,345,000	0	35,000	0	0	125,000	0	0	2,580,000
Other	State	275,000*	0	0	0	0	0	0	0	0	0	275,000
	Total	550,000	75,000	2,345,000	0	35,000	0	0	125,000	0	0	3,130,000

PROJECT: REC-GROUNDS #557-Memorial Field

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Other State	275,000	Resurface the track. Last resurfaced in 2008. Grant share (50%).
	General Donations	275,000	Resurface the track. Last resurfaced in 2008. Concord School District share (50%).
		$550,000	2023 Subtotal
2024	General G.O. Bonds	75,000	Drainage and geotechnical study for Memorial Field.
		$75,000	2024 Subtotal
2025	General G.O. Bonds	1,695,000	Replace football stadium bleachers, together with the press box and related improvements.
	General G.O. Bonds	500,000	Doane Diamond bleacher improvements.
	General G.O. Bonds	75,000	Fencing repairs to baseball and softball fields.
	General G.O. Bonds	75,000	Remove and install new asphalt pavement beneath selected bleacher sections serving the football stadium.
		$2,345,000	2025 Subtotal
2027	General G.O. Bonds	35,000	Crack seal, colorize, stripe, change standards, new acrylic backboards for two (2) basketball courts.
		$35,000	2027 Subtotal
2030	General G.O. Bonds	125,000	Install exercise equipment featuring poured in place safety surfacing.
		$125,000	2030 Subtotal
	TOTAL	$3,130,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #560-Fire Training Facility

I. PROJECT TYPE: Public Safety

II. LOCATION: Old Turnpike Road

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to support repair, replacement, and expansion of the City's Fire Training Facility.

In 2005, the City completed a needs assessment of the existing Loudon Road training facility adjacent to the Everett Arena. This study recommended that the existing facility be abandoned due to variety of inadequacies, safety concerns, as well as conflicts with adjacent land uses (i.e. the Arena, Kiwanis Park, and the skate board park). The 2005 study also included a City wide search for a new facility and concluded that a new training grounds should be constructed at the City's Old Turnpike Road landfill site.

In FY 2009, the City appropriated $150,000 for the design of a new fire training facility. Because of the use of in-house staff, the cost of design was reduced to $40,000.

In FY 2018, the City appropriated funding for the construction of the new training facility. Supplemental funds were appropriated in FY2019. Construction of the new facility on Old Turnpike Road was completed in FY 2020.

SERVICE IMPACT: Periodic investment in the Fire Training Facility ensures that the facility remains operational thereby maximizing opportunities for routine training of personnel. Routine training is important in order to maintain public safety.

IMPACT IF NOT FUNDED: Inability to provide effective training on an ongoing basis thus potentially negatively affecting daily operations.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

PROJECT: FIRE #560-Fire Training Facility

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	0	0	500,000	0	0	0	0	500,000
	Total	0	0	0	0	0	500,000	0	0	0	0	500,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	500,000	Replace conex containers at the Fire Training Facility.
		$500,000	2028 Subtotal
	TOTAL	$500,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

I. PROJECT TYPE: Public Safety

II. LOCATION: Citywide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the systematic replacement of fire alarm infrastructure. The existing fire alarm infrastructure ranges in age from new to over 50 years old. The typical service life for most of this equipment is 25-30 years. Increased operating and maintenance costs and more frequent failures have resulted due to lack of maintenance and replacement.

SERVICE IMPACT: Systematic replacement of components will ensure continued system reliability in the future thereby maintaining public safety.

IMPACT IF NOT FUNDED: Deferred maintenance could lead to periodic system failures.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	93,000	0	20,000	0	20,000	0	20,000	0	20,000	173,000
	Total	0	93,000	0	20,000	0	20,000	0	20,000	0	20,000	173,000

PROJECT: FIRE #561-Fire Alarm Infrastructure Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	73,000	Implementation of radio master box system.
	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		$93,000	2024 Subtotal
2026	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		$20,000	2026 Subtotal
2028	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		$20,000	2028 Subtotal
2030	General G.O. Bonds	20,000	Replacement of failing fire alarm cable. (City wide)
		$20,000	2030 Subtotal
2032	General G.O. Bonds	20,000	Replacement of fire alarm infrastructure. (City wide)
		$20,000	2032 Subtotal
	TOTAL	$173,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-COMMUNITY PLANNING #563-Master Plan Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to update the City Master Plan. State Law requires that a municipality's Master Plan be updated from "time to time". The commonly accepted planning horizon for a Master Plan is 10-15 years. Research and writing for the current Master Plan began in 2005, and the plan was adopted in 2008 after a lengthy public process.

SERVICE IMPACT: There have been incremental changes in zoning and land use in the City and state, and significant purchases of conservation land in the City since the writing of the Master Plan. This, coupled with demographic changes, as well as economic and real estate trends, makes it important to review the land use, housing, and economic development recommendations of the Master Plan. Additionally, many transportation projects recommended in the current Master Plan have been completed, and there is a need to identify where the City should invest transportation and land development resources moving forward.

IMPACT IF NOT FUNDED: Inadequate long-range planning leads to haphazard development, which can result in the inefficient use of real estate, missed economic development opportunities, increased long-term costs to serve poorly planned development, and a disconnect with the community with regard to the vision for the City moving forward.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years) 15

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	50,000	250,000	0	0	0	0	0	0	0	300,000
	Total	0	50,000	250,000	0	0	0	0	0	0	0	300,000

PROJECT: CD-COMMUNITY PLANNING #563-Master Plan Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General G.O. Bonds	50,000	The Three Rivers Study is intended to be the first step in the overall update to the Master Plan, developing a new vision for the City's relationship with the Merrimack, Contoocook, and Soucook Rivers. The study will focus on identifying new economic development, housing, recreation, and conservation goals for the rivers, based on technical analysis and public outreach. The results of this study will be used as the basis for the next Master Plan, as a jumping off point for public outreach sessions intended to generate a new vision and identity for the City overall, and will inform proposed zoning changes to implement a new vision.
		$50,000	2024 Subtotal
2025	General G.O. Bonds	250,000	Comprehensive update of the "2030" Master Plan, which was adopted in 2008.
		$250,000	2025 Subtotal
	TOTAL	$300,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CITY MANAGER /OPERATION #567-Penacook Riverfront Parks

I. PROJECT TYPE: Parks and Open Space

II. LOCATION: Tanner Street & 11-35 Canal Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to implement improvements at the Penacook Riverfront Park located on Tanner Street, as well as design and construct a new riverfront park on City owned property located at 11 Canal Street, which was formerly part of the Allied Leather Tannery Complex.

Property comprising the Tanner Street Riverfront Park was assembled by the City during 1947 - 1982. The last major capital investment for the property occurred in the 1980s. Projects included within this CIP for the Tanner Street Park includes potential acquisition of abutting waterfront property, refurbishment of walkways, lighting, fencing, signage, and landscaping, and installation of a small playground. Improvements may also include a portage for kayaks and other non-motorized watercraft.

The second river front park is a new facility to be constructed on a 2+/- acre portion of the former Allied Leather Tannery site located at 11 Canal Street, Penacook. First conceived in the 1986 "Penacook Sense of Place" Master Plan, the concept of the Canal Street Riverfront Park was subsequently reaffirmed in the 2004 Penacook Mill / Allied Leather Tannery Visioning Charrette and 2015 Penacook Village Master Plan. Proposed improvements will be based on preliminary conceptual designs prepared by Hoyle Tanner in 2012, as well as CMA Engineers / Ironwood Landscape Architects in 2015. Subject to public input and final design, the project includes reconstruction of the Canal Street Municipal Parking Lot, as well as streetscape improvements along Canal Street, to be coordinated with repaving of Canal Street in FY2023 (See CIP #78), to facilitate improved neighborhood connectivity to the Park.

In FY2022, $110,000 of Recreational Impact Fees was appropriated for design and permitting activities. A design team was engaged in March 2022. Construction is anticipated in spring / summer 2023.

SERVICE IMPACT: Improvements will help revitalize underutilized public properties directly abutting the Contoocook River. In addition, public investment will serve as a catalyst for private investment in abutting properties.

IMPACT IF NOT FUNDED: The Tanner Street facility will continue to deteriorate. Eventually, the facility will become an attractive nuisance and location for illicit activity. A poorly maintained facility will serve as a disincentive for private investment in abutting properties. Failure to proceed with the new park at the former Allied Leather Tannery Site will result in a missed opportunity to improve an important waterfront property, which could foster and support future economic development initiatives within the Village.

PROJECT: CITY MANAGER /OPERATION #567-Penacook Riverfront Parks

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

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

VI. PROJECT FUND SUMMARY

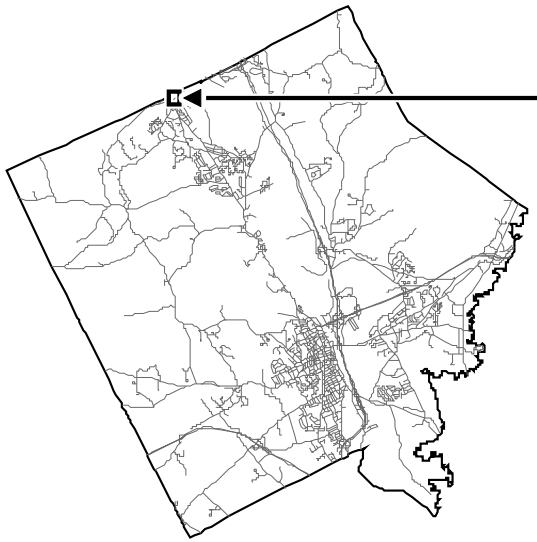
Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Other	Tax Increment Financing	1,025,000	0	0	0	0	0	0	0	0	0	1,025,000
Parking	G.O. Bonds	165,000	0	0	0	0	0	0	0	0	0	165,000
Other	State	500,000*	0	0	0	0	0	0	0	0	0	500,000
General	Impact Fees Rec Dist 1	57,729	0	0	0	0	0	0	0	0	0	57,729
General	G.O. Bonds	200,000	0	0	0	0	0	0	0	0	100,000	300,000
	Total	1,947,729	0	0	0	0	0	0	0	0	100,000	2,047,729

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Other Tax Increment Financing	1,025,000	Canal Street Riverfront Park: Construction. Includes potential streetscape improvements to Canal Street rights-of-way associated with proposed park, which shall be coordinated with the reconstruction of Canal Street (Village to Community Drive) as part of CIP #78 in FY 2023. Penacook Village Tax Increment Finance District share.
	Other State	500,000	Canal Street Riverfront Park: Construction. Land and Water Conservation Fund Grant share. (Maximum award; tentative)
	General G.O. Bonds	200,000	Tanner Street Riverfront Park: Renovations. Improvements to include reconstruction of walkways, signage, and lighting, as well as potential installation of additional plantings. Subject to available funds, project may also include improvements to the parking lot. Updated park amenities are intended to be consistent with those developed at the new Canal Street Riverfront Park.
	Parking G.O. Bonds	165,000	Canal Street Riverfront Park: Construction. Reconstruction of Canal Street Municipal Parking Lot in conjunction with development of new riverfront park. Parking Fund share.
	General Impact Fees Rec Dist 1	57,729	Canal Street Riverfront Park: Construction. Impact Fee District #1 share.
		$1,947,729	2023 Subtotal

PROJECT: CITY MANAGER /OPERATION #567-Penacook Riverfront Parks

2032	General	G.O. Bonds	100,000	Tanner Street Riverfront Park: Acquisition of abutting private property, including due diligence and legal costs, as well as installation of improvements.
			$100,000	2032 Subtotal
	TOTAL		$2,047,729	



Disclaimer of Mapping Accuracy
Engineering Services Division
City of Concord, New Hampshire

GEOGRAPHIC INFORMATION SYSTEM

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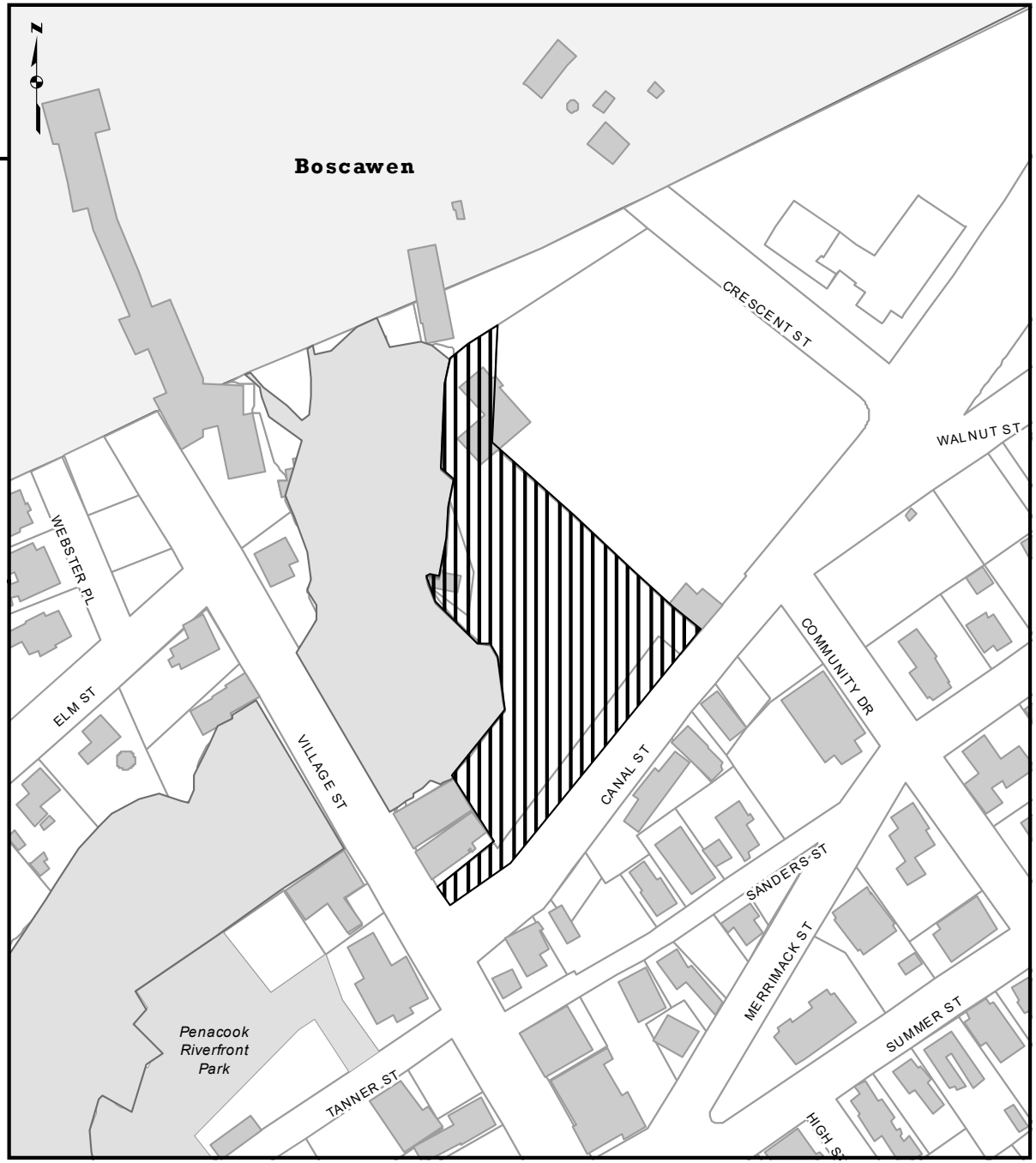
Not to Scale

FY 2023
CIP PROJECT #567

PENACOOK RIVERFRONT PARKS



2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

I. PROJECT TYPE: Other Vehicles

II. LOCATION: Parks and Cemeteries

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide a capital improvement program for the routine replacement of the Parks and Recreation Department's turf equipment. Equipment is used for recreational parks, as well as cemeteries.

SERVICE IMPACT: Routine replacement maintains or improves current levels of service for maintenance of parks and cemeteries, helps provide for more efficient maintenance of facilities due to advances in equipment technology, reduces repair costs and equipment "down time" due to use of new, reliable equipment.

IMPACT IF NOT FUNDED: Continued reliance upon old and outdated equipment will result in less efficient operations due to increased down time associated with equipment failures and repairs. Thereby resulting in leagues/resident/cemetery users dissatisfaction.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	35,000	135,000	80,000	25,000	30,000	25,000	80,000	40,000	40,000	0	490,000
	Total	35,000	135,000	80,000	25,000	30,000	25,000	80,000	40,000	40,000	0	490,000

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	30,000	Replace John Deere 60" out front rotary mower. (Cemeteries)
	General G.O. Bonds	5,000	Replace snow blower attachment for John Deere tractor. (Cemeteries)
		$35,000	2023 Subtotal
2024	General G.O. Bonds	40,000	Replace John Deere 2025R 4 wheel drive tractor with bucket and attachments.
	General G.O. Bonds	35,000	Replace Toro out front mower.
	General G.O. Bonds	30,000	Replace Toro infield pro ball diamond machine with attachments.
	General G.O. Bonds	30,000	Replace John Deere 60" out front mower.
		$135,000	2024 Subtotal
2025	General G.O. Bonds	40,000	Replace John Deere 2025R 4 wheel drive tractor with bucket and attachments.
	General G.O. Bonds	40,000	Replace 1988 John Deere 4 wheel drive 3 cylinder diesel tractor with bucket. (Parks)
		$80,000	2025 Subtotal
2026	General G.O. Bonds	25,000	Replace zero turn mower.
		$25,000	2026 Subtotal
2027	General G.O. Bonds	30,000	Replace John Deere 60" out front rotary mower.
		$30,000	2027 Subtotal
2028	General G.O. Bonds	25,000	Replace 60" out front rotary mower.
		$25,000	2028 Subtotal
2029	General G.O. Bonds	50,000	Replace small loader/backhoe.
	General G.O. Bonds	30,000	Replace deep tine aerator.
		$80,000	2029 Subtotal

PROJECT: REC-GROUNDS #569-Parks and Cemeteries Small Turf Equipment

2030	General	G.O. Bonds	40,000	Replace Cemeteries sweeper.
			$40,000	2030 Subtotal
2031	General	G.O. Bonds	40,000	Replace John Deere 2025R 4 wheel drive tractor with bucket and attachments.
			$40,000	2031 Subtotal
	TOTAL		$490,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #571-I-393/Horseshoe Pond Drainage Improvements

I. PROJECT TYPE: Storm Sewer

II. LOCATION: I-393/North Main Street/Horseshoe Pond Drainage Area

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to study, design, and implement drainage improvements to prevent flooding at the intersection of I-393 / North Main Street / Boutin Street intersection. Said flooding has resulted in property damage and traffic hazards.

In 2016, a drainage study was completed for the subject watershed. The initial phase of the project was designed and constructed during FY 2018-2020, and included drainage improvements located in said roadways, as well as at the Kimball Jenkins School of Art.

SERVICE IMPACT: Provides long-term solution to drainage problem and eliminates ongoing property damage.

IMPACT IF NOT FUNDED: Without improvement, the drainage area will still be subject to ongoing intermittent flooding and property damage.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	100,000	0	0	0	0	0	0	100,000
	Total	0	0	0	100,000	0	0	0	0	0	0	100,000

PROJECT: CD-ENGINEERING SERVICES #571-I-393/Horseshoe Pond Drainage Improvements

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	100,000	Phase 3 - Design of final improvements to connect drainage systems near the Kimball Jenkins School of Art to future Storrs Street North Extension to be constructed between Storrs Street and Constitution Avenue as further described in CIP #18. Subject to acquisition of portions of Pan Am Northern Rail Line Corridor between Horseshoe Pond Lane and Storrs Street.
		$100,000	2026 Subtotal
	TOTAL	$100,000	

PROJECT: CD-ENGINEERING SERVICES #572-Airport Master Plan

I. PROJECT TYPE: Airport

II. LOCATION: Airport

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The current Airport Master Plan was last updated in 2006. Periodic updates are required every 10-20 years to stay current with current trends in the aviation industry, as well as plan future capital investments to keep the facility viable within the New England general aviation market.

SERVICE IMPACT: An updated Master Plan will ensure the City stays current with evolving trends and regulatory requirements in the general aviation industry, as well as provide a foundation for future capital improvements at the facility. An updated Master Plan is required for the City to remain eligible for State and Federal funds to support capital improvements at the airport.

IMPACT IF NOT FUNDED: Lack of routine planning may result in missed opportunities, uncoordinated capital improvements, and loss of State and Federal funding.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Airport	Capital Transfer	0	0	0	0	0	10,554	0	0	0	0	10,554
Other	Federal	0	0	0	0	0	190,000	0	0	0	0	190,000
Other	State	0	0	0	0	0	10,554	0	0	0	0	10,554
	Total	0	0	0	0	0	211,108	0	0	0	0	211,108

PROJECT: CD-ENGINEERING SERVICES #572-Airport Master Plan

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Other Federal	190,000	Airport Master Plan Update. Federal share.
	Other State	10,554	State share.
	Airport Capital Transfer	10,554	City share.
		$211,108	2028 Subtotal
	TOTAL	$211,108	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

I. PROJECT TYPE: Public Safety

II. LOCATION: All Stations

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to provide funding for routine replacement of Personal Protective Equipment (PPE) for the Fire Department. Protective gear typically has a useful life of approximately 6 -10 years. The Fire Department inspects its protective gear biannually for the purpose of prioritizing replacement needs.

This project also includes systematic replacement of self contained personal breathing apparatus, including 63 Self Contained Breathing Apparatus (SCBA) units and 2 Rapid Intervention (RIT) packs.

SERVICE IMPACT: Protects the health and safety of personnel.

IMPACT IF NOT FUNDED: The City's ability to effectively and efficiently respond to fire calls will be negatively impacted, and costs of to maintain and repair aging gear will increase. Safety of department personnel could also be compromised.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	750,000	30,000	0	0	0	0	0	0	780,000
General	Capital Transfer	30,355	25,000	30,000	35,000	40,000	40,000	40,000	40,000	45,000	0	325,355
	Total	30,355	25,000	780,000	65,000	40,000	40,000	40,000	40,000	45,000	0	1,105,355

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2023	General	Capital Transfer	30,355	Systematic replacement of firefighting protective clothing.
			$30,355	2023 Subtotal
2024	General	Capital Transfer	25,000	Systematic replacement of firefighting protective clothing.
			$25,000	2024 Subtotal
2025	General	G.O. Bonds	750,000	Replacement of breathing apparatus purchased in FY 2015.
	General	Capital Transfer	30,000	Systematic replacement of firefighting protective clothing.
			$780,000	2025 Subtotal
2026	General	Capital Transfer	35,000	Systematic replacement of firefighting protective clothing.
	General	G.O. Bonds	30,000	Replacement of active shooter personal protective equipment.
			$65,000	2026 Subtotal
2027	General	Capital Transfer	40,000	Systematic replacement of firefighting protective clothing.
			$40,000	2027 Subtotal
2028	General	Capital Transfer	40,000	Systematic replacement of firefighting protective clothing.
			$40,000	2028 Subtotal
2029	General	Capital Transfer	40,000	Systematic replacement of firefighting protective clothing.
			$40,000	2029 Subtotal
2030	General	Capital Transfer	40,000	Systematic replacement of firefighting protective clothing.
			$40,000	2030 Subtotal

PROJECT: FIRE #573-Fire Department Personnel Protective Equipment

2031	General	Capital Transfer	45,000	Systematic replacement of firefighting protective clothing.
			$45,000	2031 Subtotal
	TOTAL		$1,105,355	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #575-Police Vehicle & Equipment Replacement

I. PROJECT TYPE: Other Vehicles

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the routine replacement of Police Department vehicles, excluding Parking Division vehicles, which are addressed in CIP 403.

As of January 2022, the City had a total of 32 cruisers, command SUVs, and unmarked vehicles.

Typically, vehicles are used in the "marked" fleet for approximately 3 years, then transferred to the unmarked fleet for an additional 2 years of use.

SERVICE IMPACT: Routine replacement of Police Department vehicles will ensure that a reliable fleet of modern cruisers and command vehicles exists to serve the community.

IMPACT IF NOT FUNDED: Without routine replacement, the Department will be required to operate with older vehicles which are more susceptible to mechanical failures. Chronic mechanical failures could hinder the Department's operations, as well as result in increased maintenance costs.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Transfer	230,000	280,000	240,000	250,000	250,000	260,000	260,000	270,000	270,000	280,000	2,590,000
	Total	230,000	280,000	240,000	250,000	250,000	260,000	260,000	270,000	270,000	280,000	2,590,000

PROJECT: POLICE - OPERATIONS #575-Police Vehicle & Equipment Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General Capital Transfer	230,000	Replace 4 vehicles.
		$230,000	2023 Subtotal
2024	General Capital Transfer	280,000	Replace 4 vehicles. One of these vehicles will be an electric vehicle, which will require additional cost for upfit as well as improvements to allow for the installation of a charging station.
		$280,000	2024 Subtotal
2025	General Capital Transfer	240,000	Replace 4 vehicles.
		$240,000	2025 Subtotal
2026	General Capital Transfer	250,000	Replace 4 vehicles.
		$250,000	2026 Subtotal
2027	General Capital Transfer	250,000	Replace 4 vehicles.
		$250,000	2027 Subtotal
2028	General Capital Transfer	260,000	Replace 4 vehicles.
		$260,000	2028 Subtotal
2029	General Capital Transfer	260,000	Replace 4 vehicles.
		$260,000	2029 Subtotal
2030	General Capital Transfer	270,000	Replace 4 vehicles.
		$270,000	2030 Subtotal
2031	General Capital Transfer	270,000	Replace 4 vehicles.
		$270,000	2031 Subtotal

PROJECT: POLICE - OPERATIONS #575-Police Vehicle & Equipment Replacement

2032	General	Capital Transfer	280,000	Replace 4 Vehicles.
			$280,000	2032 Subtotal
	TOTAL		$2,590,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-PUBLIC PROPERTIES #579-Downtown Squares

I. PROJECT TYPE: Downtown

II. LOCATION: Bicentennial Square and Eagle Square

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: This project provides for the routine repair and refurbishment of Bicentennial Square and Eagle Square.

SERVICE IMPACT: Routine maintenance and refurbishment will minimize unanticipated costly emergency repairs, extend the useful life of these assets, foster community pride, as well as preserve and promote usership of these assets thereby deterring inappropriate activities.

IMPACT IF NOT FUNDED: Lack of maintenance will result in more expensive repairs and may, in the extreme, necessitate the premature full replacement of these. Lack of maintenance may also result in prolonged periods that the squares are closed to the public, thereby resulting in loss of public enjoyment.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	0	235,000	1,700,000	0	0	0	0	1,935,000
	Total	0	0	0	0	235,000	1,700,000	0	0	0	0	1,935,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	235,000	Bicentennial Square: Design and permit comprehensive renovation project for the square. Subject to public participation and final design, project shall include new pavers, lighting improvements, landscaping improvements, updated signage, as well as improvements to the fountain.

PROJECT:		GS-PUBLIC PROPERTIES	#579-Downtown Squares	
			$235,000	2027 Subtotal
2028	General	G.O. Bonds	1,700,000	Bicentennial Square: Construct comprehensive renovation project.
			$1,700,000	2028 Subtotal
	TOTAL		$1,935,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #583-East Concord Fire Station

I. PROJECT TYPE: Public Buildings

II. LOCATION: East Concord

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the development of a new fire station to be located in East Concord subject to the completion of a needs assessment and location study which was funded in CIP #252 in FY 2021, as well as completed and presented to the City Council in FY 2022.

SERVICE IMPACT: A new facility would provide for improved fire service for the easterly portions of the City, as well as respond to current and future growth in these areas of the community.

IMPACT IF NOT FUNDED: Emergency services response times and levels of service for East Concord will remain unchanged.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	0	0	6,000,000	0	0	0	0	6,000,000
	Total	0	0	0	0	0	6,000,000	0	0	0	0	6,000,000

PROJECT: FIRE #583-East Concord Fire Station

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	6,000,000	Design, construct, and furnish a new fire station in East Concord. New building and furnishings only.
		$6,000,000	2028 Subtotal
	TOTAL	$6,000,000	

PROJECT: REC-GROUNDS #587-Cemetery Improvements

I. PROJECT TYPE: Cemeteries

II. LOCATION: City Cemeteries

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the routine maintenance and repair of the City's 13 municipal cemeteries.

SERVICE IMPACT: Routine investment in cemetery infrastructure preserves and improve facilities, corrects potential liabilities, and maintains community pride in these facilities. Well maintained facilities also encourages the public to purchase burial plots.

IMPACT IF NOT FUNDED: Lack of routine maintenance may result in potential liabilities, as well as decreased community satisfaction and civic pride.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	80,000	850,000	130,000	150,000	0	610,000	180,000	0	0	0	2,000,000
	Total	80,000	850,000	130,000	150,000	0	610,000	180,000	0	0	0	2,000,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	50,000	Blossom Hill Cemetery. Roadway and pavement improvements.
	General G.O. Bonds	30,000	Blossom Hill Cemetery. Facility Needs Assessment to evaluate all existing buildings and make recommendations for repairs or replacement thereof. Several of the existing buildings are in poor

PROJECT: REC-GROUNDS #587-Cemetery Improvements

				condition, fully depreciated, and functionally obsolete.
			$80,000	2023 Subtotal
2024	General	G.O. Bonds	500,000	Placeholder for potential building improvements pending completion of FY2023 facility needs assessment.
	General	G.O. Bonds	350,000	Blossom Hill Cemetery. Repair / rebuild granite retaining which failed in 2016.
			$850,000	2024 Subtotal
2025	General	G.O. Bonds	70,000	Maple Grove Cemetery. Install 250 linear feet of ornamental fence along Sewalls Falls Road near the driveway for Beaver Meadow School. Currently vehicles queue along Sewalls Falls Road while waiting to access the School during pick-up and drop off times and there is no fencing to protect graves located near the road.
	General	G.O. Bonds	60,000	Cemetery records improvements. Purchase computerized document management system to digitize, store, and manage all cemetery records. New system includes online searchable database and plot plans for all cemeteries.
			$130,000	2025 Subtotal
2026	General	G.O. Bonds	150,000	Blossom Hill Cemetery. Roadway and pavement improvements.
			$150,000	2026 Subtotal
2028	General	G.O. Bonds	200,000	Blossom Hill Cemetery. Pond improvements including dredging, repair of shoreline retaining walls, and installation of guardrails.
	General	G.O. Bonds	160,000	Blossom Hill Cemetery. Roadway and pavement improvements.
	General	G.O. Bonds	250,000	Cemetery records improvements. Design, construct, and furnish a fireproof storage room for historic cemetery records.
			$610,000	2028 Subtotal
2029	General	G.O. Bonds	180,000	Blossom Hill Cemetery. Roadway and pavement improvements.
			$180,000	2029 Subtotal
	TOTAL		$2,000,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #588-Loudon Road Bridge Improvement Project

I. PROJECT TYPE: Bridges

II. LOCATION: Loudon Road over Merrimack River

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: A 2015 bridge inspection by the NH Department of Transportation determined that the Loudon Road Bridge had several structural deficiencies. As a result, it was placed on the NH Department of Transportation's "Red List".

This project is intended to address the bridge's structural and operational deficiencies.

This work is also a critical step in NHDOT's plan for the I-93 widening project as it is a vital link in the State's traffic control plan detours for reconstruction of the I-393 bridges.

The project will be funded through the State Municipal Bridge Aid Program (80% State, 20% Local) and will be managed by the City.

SERVICE IMPACT: The Loudon Road corridor is a critical transportation link between the easterly and westerly areas of the City across the Merrimack River. Completion of this project will maintain transportation use.

IMPACT IF NOT FUNDED: If not funded, continued deterioration will result in restricted use and eventual closure of the bridge. Significant disruption of regional traffic would likely occur. Not implementing this work will also delay the State's plans to replace the I-393 bridges, and may also have negative implications for the Bow / Concord I-93 Widening Project.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years) 20

PROJECT: CD-ENGINEERING SERVICES #588-Loudon Road Bridge Improvement Project

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	115,000*	4,156,000	0	0	0	0	0	0	0	0	4,271,000
Other	State	461,000*	16,624,000	0	0	0	0	0	0	0	0	17,085,000
	Total	576,000	20,780,000	0	0	0	0	0	0	0	0	21,356,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Other State	461,000	Supplemental funds for design bridge repairs and improvements. Project includes widened deck to accommodate multi-use path and shoulders. $1,510,000 estimated engineering costs. State of NH's share (80%).
	General G.O. Bonds	115,000	Supplemental funds for design bridge repairs and improvements. Project includes widened deck to accommodate multi-use path and shoulders. $1,510,000 estimated engineering costs. City's share (20%).
		$576,000	2023 Subtotal
2024	Other State	16,624,000	Construct bridge repairs and improvements. Project includes widened deck to accommodate multi-use path and shoulders. $20,780,000 estimated construction phase costs. State of NH's share (80%).
	General G.O. Bonds	4,156,000	Construct bridge repairs and improvements. Project includes widened deck to accommodate multi-use path and shoulders. $20,780,000 estimated construction phase costs. City's share (20%).
		$20,780,000	2024 Subtotal
	TOTAL	$21,356,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #589-Downtown Corridor Streetscape Improvement Project

I. PROJECT TYPE: Downtown

II. LOCATION: Side streets within the Central Business District (CBD) between North Main Street and North State Street and Storrs Street.

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to design and construct streetscape improvements to side streets within the Downtown Central Business District (CBD), as originally outlined in previous Downtown master plans and studies, as well as a continuation of the streetscape improvements of the 2015/2016 Downtown Complete Streets Improvement Project (CIP 460).

Streetscape improvements to side streets during the 2015/2016 Main Street project were limited. This project will continue streetscape improvements including sidewalks, lighting, and way finding signage along Park Street (Main to North State), Capitol Street (Main to North State), School Street (Main to North State), Warren Street (Main to North State), Depot Street (Main to Storrs), Hills Avenue (Main to Storrs), Fayette Street (Main to South State), Thompson Street (Main to South State), Concord Street (Main to South State), and Theatre Street (Main to Storrs).

SERVICE IMPACT: Improved functionality, safety, as well as aesthetics. Potential tax base expansion through renovation of properties abutting streetscape improvements.

IMPACT IF NOT FUNDED: Continued deterioration of sidewalks and streetscapes resulting in potential safety hazards, less utility, and diminished aesthetic appearance of Downtown Central Business District.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 30 Expected Bond Term (in Years) 20

PROJECT: CD-ENGINEERING SERVICES #589-Downtown Corridor Streetscape Improvement Project

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	100,000	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	4,020,000
	Total	100,000	0	450,000	620,000	850,000	610,000	450,000	360,000	200,000	380,000	4,020,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	100,000	Pleasant Street. In-kind replacement of concrete sidewalks between Odd Fellows Ave and State Street. To be coordinated with CIP 283 traffic signal replacement at State and Pleasant, as well as Bank of NH Stage utility relocation by others.
		$100,000	2023 Subtotal
2025	General G.O. Bonds	450,000	Warren Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Warren Street (Main to State) with particular focus on the entrances to Bicentennial Square and the entrance to Capital Plaza and the School Street Parking Garage.
		$450,000	2025 Subtotal
2026	General G.O. Bonds	620,000	Park Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Park Street (Main to State) with particular focus on the entrances to City Plaza.
		$620,000	2026 Subtotal
2027	General G.O. Bonds	850,000	Capitol Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Capitol Street (Main to State) with particular focus on the entrances to City Plaza and Evans Lane.
		$850,000	2027 Subtotal
2028	General G.O. Bonds	610,000	School Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along School Street (Main to State) with particular focus on the entrances to Evans Lane and the School Street Parking Garage.

PROJECT:	CD-ENGINEERING SERVICES		#589-Downtown Corridor Streetscape Improvement Project
		$610,000	2028 Subtotal
2029	General G.O. Bonds	450,000	Concord Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Concord Street (Main to State).
		$450,000	2029 Subtotal
2030	General G.O. Bonds	360,000	Depot Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Depot Street with particular focus on the entrances to Low Avenue and Kennedy Lane.
		$360,000	2030 Subtotal
2031	General G.O. Bonds	200,000	Fayette Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Fayette Street (Main to State).
		$200,000	2031 Subtotal
2032	General G.O. Bonds	200,000	Theatre Street. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Theatre Street.
	General G.O. Bonds	180,000	Hills Avenue. Design and construction of streetscape improvements. The final design will incorporate the streetscape vocabulary of the Main Street improvements along Hills Avenue with particular focus on the entrances to public parking areas and the Storrs Street Parking Garage.
		$380,000	2032 Subtotal
	TOTAL	$4,020,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #590-Downtown Civic District Sidewalk Replacement

I. PROJECT TYPE: Downtown

II. LOCATION: Various locations between City Hall and State House, bounded approximately by Center Street, Green Street, School Street, and North State Street.

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: The purpose of this project is to reconstruct concrete sidewalks within the Downtown Civic District bounded approximately by Center Street, Green Street, School Street, and North State Street. Sidewalk improvements include reconstruction of existing concrete sidewalks with accessible ramps and the addition of way finding signage. Improvements and signage will be consistent with the streetscape improvements of the 2015/2016 Downtown Complete Streets Improvement Project (CIP 460).

SERVICE IMPACT: Improved use and appearance of downtown sidewalks will provide a safe and accessible walking surface for pedestrians.

IMPACT IF NOT FUNDED: Continued deterioration of sidewalk conditions will occur, resulting in potential hazards and increased repair costs in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2015 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 30 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	750,000	0	0	0	0	0	0	0	750,000
	Total	0	0	750,000	0	0	0	0	0	0	0	750,000

PROJECT: CD-ENGINEERING SERVICES #590-Downtown Civic District Sidewalk Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	750,000	Design and construction of sidewalk replacement within the Downtown Civic District. Targeted streets include: Park Street (State to Green), Capitol Street (State to Green), Green Street (Centre to School), Prince Street (Green to 10 Prince Street), State Street (School to Centre). Excludes sidewalk areas reconstructed by the State of New Hampshire's steam conversion project in 2018-2020, as well as those that will likely be affected by the State's proposed Legislative Parking Garage at the NH Department of Justice site. The final design will incorporate the sidewalk and streetscape design details from the Main Street improvements including way finding signage.
		$750,000	2025 Subtotal
	TOTAL	$750,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-PUBLIC PROPERTIES #591-Sidewalk Cleanliness

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: Storrs Street, Manchester Street,

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the implementation of bird mitigation measures to deter nesting and roosting so as to protect streets and sidewalks in select locations in the Downtown Central Business District.

Specifically, pigeon roosting negatively impacts sidewalk areas beneath the Storrs Street Legislative Parking Garage, the I-93 bridge on Manchester Street, the Loudon Road bridge over Storrs Street, as well as the I-93 bridge on Loudon Road.

Pigeon guano fouls sidewalks and bus stops, causing a threat to community health and safety.

SERVICE IMPACT: Addresses health and safety concerns for the public utilizing sidewalks and bus stops (as applicable) at these locations. Improves visual appearance of these key gateways into the Downtown Central Business District. Fosters expanded economic development activity on Storrs Street near the Legislative Parking Garage and Loudon Road Overpass.

IMPACT IF NOT FUNDED: Ongoing, and increasing, maintenance costs to routinely clean and disinfect these locations.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years) 15

PROJECT: GS-PUBLIC PROPERTIES #591-Sidewalk Cleanliness

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	0	0	0	0	90,000	0	0	90,000
General	Donations	0	0	0	0	0	0	0	30,000	0	0	30,000
	Total	0	0	0	0	0	0	0	120,000	0	0	120,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2030	General G.O. Bonds	30,000	I-93 bridge over Loudon Road. Design and install bird mitigation measures to deter roosting and nesting activities.
	General G.O. Bonds	30,000	I-93 bridge over Manchester Street: Design and install bird mitigation measures to deter roosting and nesting activities.
	General G.O. Bonds	30,000	Loudon Road Bridge above Storrs Street. Design and install bird mitigation measures to deter roosting and nesting activities.
	General Donations	30,000	Legislative Parking Garage. Design and install bird mitigation measures to deter roosting and nesting activities.
		$120,000	2030 Subtotal
	TOTAL	$120,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FIRE #594-New Central Fire Station

I. PROJECT TYPE: Public Buildings

II. LOCATION: To be determined

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to construct a new Central Fire Station in order to replace the current 1977 facility.

The current facility is nearing the end of its useful life and lacks sufficient area for expansion to accommodate additional vehicles, or larger apparatus, as might be needed in the future.

SERVICE IMPACT: Provides sufficient facility to support current and future service needs of the community.

IMPACT IF NOT FUNDED: Ability to properly store vehicles and equipment will be compromised as physical dimensions of size of apparatus continuously get larger in the future.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	0	14,000,000	0	0	0	0	0	14,000,000
	Total	0	0	0	0	14,000,000	0	0	0	0	0	14,000,000

PROJECT: FIRE #594-New Central Fire Station

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	14,000,000	Design, permit, construct, and furnish a new Central Fire Station per recommendations of the January 2022 ESCI needs assessment / location study. New building and furnishings only.
		$14,000,000	2027 Subtotal
	TOTAL	$14,000,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #595-Parking Meters

I. PROJECT TYPE: Parking

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project replaces CIP #586. The purpose of this project is to provide funding for maintenance, repair, replacement, and expansion of the City's parking meter system.

Parking meters were first installed in the City in 1947.

As of 2022, the City had approximately 86 kiosk pay stations, 454 smart meters and 184 mechanical meters managing 1,658 metered parking spaces located on-street, as well as in municipally owned parking garages and surface lots.

Kiosk pay stations were first installed in 2010, and later expanded as part of the Main Street "Complete Street Project" in 2015 - 2017. Smart meters were initially installed in 2020.

Kiosks and smart meters are capable of accepting credit card payments. Kiosks are also capable of accepting payments from City parking cards ("P-Cards").

Sale of the former NH Employment Security property for redevelopment will necessitate closure of the Fayette Street Interim Parking Lot. Upon closure, the kiosk pay station will be relocated to the Hills Avenue Lot, thereby allowing the City to replace 19 mechanical meters.

SERVICE IMPACT: Routine repair and replacement of parking meters is critical in order to ensure that the City maintains customer satisfaction and user friendliness for the parking system while, simultaneously, not losing opportunities to generate revenues for the Parking Fund. Periodic expansion of the meter network is also important to appropriately manage parking activities new activity centers, as well as generate additional revenues to keep the system financially solvent.

IMPACT IF NOT FUNDED: Equipment will become increasingly unreliable. Mechanical failures will result in lost revenues and increased customer frustration.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

PROJECT: POLICE - OPERATIONS #595-Parking Meters

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Parking	Capital Transfer	0	0	0	0	15,000	0	0	0	0	0	15,000
Parking	G.O. Bonds	235,000	0	0	0	0	560,000	1,550,000	315,000	0	0	2,660,000
Parking	Capital Close-out	5,423	0	0	0	0	0	0	0	0	0	5,423
	Total	240,423	0	0	0	15,000	560,000	1,550,000	315,000	0	0	2,680,423

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Parking G.O. Bonds	235,000	Replace and upgrade door panels on 82 MPC kiosk pay station units to CWT touch screen for improved reliability and customer service. MPC kiosk units were placed into service in 2010.
	Parking Capital Close-out	5,423	Replace and upgrade door panels on 82 MPC kiosk pay station units to CWT touch screen for improved reliability and customer service. Closeout share.
		$240,423	2023 Subtotal
2027	Parking Capital Transfer	15,000	Reprogram meters for FY2028 rate increase in accordance with 2017 Strategic Plan.
		$15,000	2027 Subtotal
2028	Parking G.O. Bonds	560,000	Replace 454 single space smart meters put into service in FY2020.
		$560,000	2028 Subtotal
2029	Parking G.O. Bonds	1,550,000	Replace 86 kiosk units.
		$1,550,000	2029 Subtotal
2030	Parking G.O. Bonds	315,000	Replace 185 single space smart meters purchased in FY2023.
		$315,000	2030 Subtotal
	TOTAL	$2,680,423	

PROJECT: POLICE - OPERATIONS #595-Parking Meters

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CITY MANAGER /OPERATION #596-Surface Lots

I. PROJECT TYPE: Parking

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to provide funding for the repair, replacement, or expansion of the City's nine (9) municipal parking lots. Combined, these lots feature approximately 210 parking spaces. This figure excludes the interim Fayette Street Parking Lot at the former NH Employment Security Property which features 70+/- spaces and is scheduled to be sold for redevelopment in FY2022.

Facilities include:
City Hall / Auditorium Lot: 44 Spaces
Police Department Lot: 45 Spaces
Library / 10 Prince Street Lot: 26 Spaces
Storrs Street Lot (Beneath Loudon Road): 25 Spaces
Hills Avenue Lot: 19 Spaces
Canal Street Lot: 28 Spaces
Boudreau Square: 8 Spaces
Poulin Gazebo: 7 Spaces
McKee Square: 8 Spaces

SERVICE IMPACT: Routine maintenance will minimize or reduce potential liabilities, encourage use by the public, and maintain revenues for the City's Parking Fund.

IMPACT IF NOT FUNDED: Parking lots will continue to deteriorate, thereby increasing annual operating and maintenance costs. Deteriorated facilities may result in decreased utilization by the public and loss of revenue. Deteriorated facilities may also create potential liabilities for the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years):

Expected Bond Term (in Years)

PROJECT: CITY MANAGER /OPERATION #596-Surface Lots

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Parking	G.O. Bonds	0	45,000	450,000	0	0	0	745,000	0	870,000	0	2,110,000
	Total	0	45,000	450,000	0	0	0	745,000	0	870,000	0	2,110,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Parking G.O. Bonds	45,000	City Hall / Auditorium Lot: Design reconstruction. Presumes full depth reconstruction with stormwater upgrades, as well as landscaping and lighting improvements.
		$45,000	2024 Subtotal
2025	Parking G.O. Bonds	450,000	City Hall / Auditorium Parking Lot: Construction. Presumes full depth reconstruction with stormwater upgrades, as well as landscaping and lighting improvements.
		$450,000	2025 Subtotal
2029	Parking G.O. Bonds	745,000	Police Department Parking Lot: Design and reconstruction. Presumes full depth reconstruction with stormwater upgrades, as well as landscaping and lighting improvements.
		$745,000	2029 Subtotal
2031	Parking G.O. Bonds	485,000	Library Parking Lot: Design and construction. Presumes full depth reconstruction with stormwater upgrades, as well as landscaping and lighting improvements.
	Parking G.O. Bonds	235,000	Storrs Street Parking Lot (beneath Loudon Road overpass): Cold plane and overlay existing pavement.
	Parking G.O. Bonds	150,000	McKee Square Parking Lot (Clinton Street): Design and reconstruction.
		$870,000	2031 Subtotal
	TOTAL	$2,110,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #597-Parking Beacons

I. PROJECT TYPE: Parking

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides funding for the installation, repair, and replacement of "Winter Parking Ban Beacons" and related signage on City owned and maintained traffic signals at key intersections throughout the City.

SERVICE IMPACT: Installation of beacons, similar to those used in Nashua NH, Manchester NH, and Burlington VT, will help to inform the public about parking bans, thereby improving communications and minimizing frustration for residents and visitors alike. Improved communication will help the public avoid parking on streets (especially non-residents visiting the City), thereby helping to improve the quality and efficiency of snow removal operations.

IMPACT IF NOT FUNDED: Less informed citizenry resulting in frustration for the public, as well as less efficient snow removal operations as a result of vehicles parked on City streets during winter parking emergencies.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Parking	Capital Transfer	0	0	0	0	0	0	5,000	5,000	5,000	5,000	20,000
Parking	G.O. Bonds	0	0	0	0	0	250,000	0	0	0	0	250,000
	Total	0	0	0	0	0	250,000	5,000	5,000	5,000	5,000	270,000

PROJECT: POLICE - OPERATIONS #597-Parking Beacons

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	Parking G.O. Bonds	250,000	Purchase and install no parking strobe beacons and related signage for 24 intersections city-wide.
		$250,000	2028 Subtotal
2029	Parking Capital Transfer	5,000	Parking beacon maintenance.
		$5,000	2029 Subtotal
2030	Parking Capital Transfer	5,000	Parking beacon maintenance.
		$5,000	2030 Subtotal
2031	Parking Capital Transfer	5,000	Parking beacon maintenance.
		$5,000	2031 Subtotal
2032	Parking Capital Transfer	5,000	Parking beacon maintenance.
		$5,000	2032 Subtotal
	TOTAL	$270,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-COMMUNITY PLANNING #599-Zoning Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The current trend in Planning is to shift the regulatory focus away from land use based zoning to form-based zoning, the intent of which is to enhance the appearance and character of the community while simultaneously streamlining and simplifying the development permitting process.

The purpose of this project is to utilize these methods to update Concord's Zoning Ordinance to a Form Based Code template, create new Form Based Code Districts, particularly for downtown Concord and Penacook Village, and minimize the need for zoning variances in both commercial and residential districts.

The project will include community outreach, as well as planning for future form based districts.

SERVICE IMPACT: Implementation of a Form Based Code is intended to improve the development review and approval process, encourage redevelopment, and minimize the need for variances for both residential and nonresidential property owners. It should also simplify and enhance the ordinance by making it a more engaging and user friendly document.

IMPACT IF NOT FUNDED: Implementing solutions to improve the development process which may potentially spur redevelopment will be delayed. In addition, an incremental piecemeal approach for updating the ordinances and regulations, which would likely prove to be more expensive in the long-term, would need to be pursued.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 20

Expected Bond Term (in Years) 1

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Transfer	0	0	0	60,000	0	0	0	0	0	0	60,000
	Total	0	0	0	60,000	0	0	0	0	0	0	60,000

PROJECT: CD-COMMUNITY PLANNING #599-Zoning Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General Capital Transfer	60,000	Potential expansion of Form Based Code Zoning Regulations pending the outcome of Form Based Code amendments undertake during FY2018-FY2023.
		$60,000	2026 Subtotal
	TOTAL	$60,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-COMMUNITY PLANNING #600-Impact Fee Ordinance Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for routine updates and amendments to the City's Impact Fee Ordinance, including financial studies, data, and calculations used to establish said fees.

The City's Impact Fee Ordinance was adopted in 2001. Fees have been periodically adjusted for inflation. However, demographic, traffic, and construction cost data used to complete the financial calculations which establish these fees should be periodically reviewed and updated as appropriate.

SERVICE IMPACT: The update will ensure that the City's impact fee unit rates are appropriate and in line with adjacent communities.

IMPACT IF NOT FUNDED: Potential legal challenges and the potential for taxpayers to shoulder more than their fair share of facility improvements necessitated by new development.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Transfer	0	0	0	0	0	20,000	0	0	0	0	20,000
	Total	0	0	0	0	0	20,000	0	0	0	0	20,000

PROJECT: CD-COMMUNITY PLANNING #600-Impact Fee Ordinance Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General Capital Transfer	20,000	Impact Fee Ordinance update.
		$20,000	2028 Subtotal
	TOTAL	$20,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-COMMUNITY PLANNING #601-Design Guidelines Update

I. PROJECT TYPE: Community Planning/Implementation

II. LOCATION: City Wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for periodic review and updating of the City's Design Review Guidelines.

Design Review is required by the Planning Board for all major site plan applications.

The existing Design Review Guidelines were enacted in the early 1990s to address "big box" retail development occurring in the City, primarily on the Heights.

The current guidelines are outdated and need to be significantly revised to cover all types of development (i.e. commercial, industrial, multifamily residential, and mixed use) to better assist property owners, developers, as well as City Boards and Committees collectively navigate the development permitting process.

While this is a pressing concern, the specific need and content of the updated Design Guidelines may not be clear until the Form Based Code zoning update and future Master Plan update are complete.

SERVICE IMPACT: Revised Design Guidelines will better articulate the City's goals, expectations, and requirements for development projects; particularly with respect to site layout and architectural requirements for buildings and structures. Updated Guidelines will help streamline the development permitting process and provide improved transparency and direction for all stakeholders involved in the development permitting process (i.e. applicants, project abutters, members of Boards and Commissions, and the public at large).

IMPACT IF NOT FUNDED: Lack of updated regulations may result in more subjective, and potentially inconsistent, review of development applications, as well as missed opportunities to ensure that projects are consistent with the City's goals and expectations for new development.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years)

PROJECT: CD-COMMUNITY PLANNING #601-Design Guidelines Update

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Transfer	0	0	50,000	0	0	0	0	0	0	0	50,000
	Total	0	0	50,000	0	0	0	0	0	0	0	50,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General Capital Transfer	50,000	Update the City's Design Guidelines.
		$50,000	2025 Subtotal
	TOTAL	$50,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #602-Iron Works Road Bridge Replacement Project

I. PROJECT TYPE: Bridges

II. LOCATION: Iron Works Road over Turkey River

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The purpose of this project is to replace the existing bridge on Iron Works Road over the Turkey River. The present deck, superstructure, and substructure are in poor condition due to a number of structurally deficient components. This bridge is municipally owned and is eligible for State Municipal Bridge Aid Program funds (80% State, 20% Local).

SERVICE IMPACT: Continued use for public travel. Replacement bridge to meet all current standards.

IMPACT IF NOT FUNDED: If the bridge is not repaired / replaced, it could become subject to load restrictions or closure.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2017 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50 Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	0	440,000	0	0	0	0	0	440,000
Other	State	0	0	0	0	1,760,000	0	0	0	0	0	1,760,000
	Total	0	0	0	0	2,200,000	0	0	0	0	0	2,200,000

PROJECT: CD-ENGINEERING SERVICES #602-Iron Works Road Bridge Replacement Project

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	Other State	1,760,000	Design and construction of new bridge. State share (80%) of total project cost.
	General G.O. Bonds	440,000	City share (20%) of total project cost.
		$2,200,000	2027 Subtotal
	TOTAL	$2,200,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #611-Eastman Street Retaining Wall

I. PROJECT TYPE: Street Corridor Improvements

II. LOCATION: 8 Eastman Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the replacement of an existing retaining wall that has deteriorated beyond the point of repair. The wall, which is located along Eastman Street in front of City Assessing parcels 81-1-2 and 81-1-10, supports a major utility junction pole.

SERVICE IMPACT: Repair or replacement of the wall would protect adjacent property, as well as public safety.

IMPACT IF NOT FUNDED: Failure of wall could result in collapse of the adjacent utility pole, utility service outages, damage to public infrastructure and adjacent private property, as well as potential injuries to the general public and abutting properties.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 50

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	0	0	190,000	0	0	0	0	190,000
	Total	0	0	0	0	0	190,000	0	0	0	0	190,000

PROJECT: CD-ENGINEERING SERVICES #611-Eastman Street Retaining Wall

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2028	General G.O. Bonds	190,000	Replace retaining wall.
		$190,000	2028 Subtotal
	TOTAL	$190,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: INFORMATION TECHNOLOGY #615-Fiber System Replacement

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to establish and implement a capital improvement program for the City's fiber optic system. The system is an integral component of the City's information technology infrastructure and is used to transmit data between various municipal facilities. The components of the system are varied in age, condition and functionality. This will be coordinated and funded in conjunction with the Concord Union School District, on which our data framework is shared.

SERVICE IMPACT: Periodic replacement of the fiber infrastructure system will ensure a reliable form of communications for emergency services, normal daily operations, customer service, security cameras and alarm systems.

IMPACT IF NOT FUNDED: Increased frequency and duration of equipment failure resulting in risk to public safety and inability to perform normal daily business.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2001 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25 Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Transfer	0	0	0	25,000	500,000	0	0	0	0	0	525,000
	Total	0	0	0	25,000	500,000	0	0	0	0	0	525,000

PROJECT: INFORMATION TECHNOLOGY #615-Fiber System Replacement

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General Capital Transfer	25,000	Municipal fiber optic system needs assessment. Review of existing fiber infrastructure for degradation and estimate lifespan of current hardware.
		$25,000	2026 Subtotal
2027	General Capital Transfer	500,000	Replacement of fiber infrastructure. Potential cost share with Concord Union School District to be determined once needs assessment is completed.
		$500,000	2027 Subtotal
	TOTAL	$525,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #616-Parking Division Technology

I. PROJECT TYPE: Parking

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: The purpose of this project is to implement a variety of technological improvements for the City's Parking Division.

SERVICE IMPACT: New technology will help the city better communicate with its patrons, as well as allow the Parking Division to operate more efficiently.

IMPACT IF NOT FUNDED: Customer service levels will remain unchanged and opportunities for increased operational efficiency will remain untapped.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 5

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Parking	Capital Transfer	0	35,000	0	0	0	0	0	0	0	0	35,000
	Total	0	35,000	0	0	0	0	0	0	0	0	35,000

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Parking Capital Transfer	35,000	Creation of stand alone Parking Website for City per 2017 Strategic Parking Plan.
		$35,000	2024 Subtotal

PROJECT:	POLICE - OPERATIONS	#616-Parking Division Technology
TOTAL		$35,000

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #618-Unmanned Aerial System (UAS)

I. PROJECT TYPE: Public Safety

II. LOCATION: Police/Other City Departments as necessary

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: The purpose of this capital project is to provide funding for an Unmanned Aerial System (UAS). These types of systems have seen extensive growth over the last several years in areas including public safety, as well as meeting many other needs of municipalities. A UAS would be utilized by the police department for search operations over large areas, crime scene documentation, critical incident management, as well as improving officer safety without putting lives in jeopardy.

Additionally, other City Departments could utilize this technology to improve the delivery of the services they provide. This could include the Fire Department, Engineering, Assessing, Planning, Economic Development, Public Information, as well as Parks and Recreation.

SERVICE IMPACT: The implementation of an Unmanned Aerial System would provide a significant tool available for public safety not only for City staff but also the public as a whole. Additionally this tool could be utilized to improve efficiencies and service delivery for many departments throughout the City.

IMPACT IF NOT FUNDED: Public Safety staff will continue to perform the functions of their positions; however, will not have the ability to utilize available technology which improves safety and efficiencies in the field. Other City staff will also continue with operations with the disadvantage of not having available technology to provide services to the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 5 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Donations	0	100,000	0	0	0	0	0	0	0	0	100,000
	Total	0	100,000	0	0	0	0	0	0	0	0	100,000

PROJECT: POLICE - OPERATIONS #618-Unmanned Aerial System (UAS)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Donations	100,000	Purchase unmanned aerial system.
		$100,000	2024 Subtotal
	TOTAL	$100,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #620-Police Department Security Fencing

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: The purpose of this project is to install fencing around the Police Department's parking lot. This area is utilized by Department personnel responding to emergency calls for service, as well as conducting functionality tests of weapons. Frequent pedestrian traffic in the area is a significant safety hazard, as is unauthorized motor vehicle traffic. The current layout of the parking lot does not prevent access by unauthorized vehicles or personnel. Additionally, safety of Department staff is compromised with having an open parking lot with access from all directions. This project would limit access to the parking lot and create a visible indicator that the area is restricted and only for authorized vehicles and personnel. Reserved parking for other City departments also utilizing the parking lot shall be maintained, as shall vehicular access to the City Auditorium loading dock.

SERVICE IMPACT: This project does not affect police department services to the public; however, it addresses significant public safety concerns and personnel safety concerns.

IMPACT IF NOT FUNDED: If not funded safety/liability concerns in the Department parking lot will remain unchanged.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15

Expected Bond Term (in Years) 15

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	0	30,000	0	0	0	0	0	30,000
	Total	0	0	0	0	30,000	0	0	0	0	0	30,000

PROJECT: POLICE - OPERATIONS #620-Police Department Security Fencing

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2027	General G.O. Bonds	30,000	Installation of security fencing around the perimeter of the Police Department Parking Lot. Project shall include provisions for continued vehicular access to the City Auditorium loading dock.
		$30,000	2027 Subtotal
	TOTAL	$30,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CITY MANAGER /OPERATION #627-Parking Strategic Plan

I. PROJECT TYPE: Parking

II. LOCATION: City-wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project replaces CIP 577 which existed prior to FY2021. The purpose of this project is to create, periodically update, and implement a Strategic Plan for the municipal parking system. The most recent Strategic Plan was accepted by the City Council in November 2017.

SERVICE IMPACT: By creating, periodically updating, and implementation of a strategic plan for the parking system, the City will be able to maintain and grow revenues, respond to capital needs, support economic development initiatives, and improve customer service.

IMPACT IF NOT FUNDED: The City risks making uninformed policy decisions which may unintended adverse consequences for the parking system.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 2014 PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10 Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Parking	G.O. Bonds	0	0	0	0	0	0	0	0	0	305,000	305,000
	Total	0	0	0	0	0	0	0	0	0	305,000	305,000

PROJECT: CITY MANAGER /OPERATION #627-Parking Strategic Plan

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2032	Parking G.O. Bonds	305,000	Update the 2017 Parking Strategic Plan.
		$305,000	2032 Subtotal
	TOTAL	$305,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #629-Police Body Worn Cameras and In-Car Video

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: This capital project would implement a body-worn camera and in-car video program for the Police Department. These systems would provide increased transparency and accountability as recommended for police at both the Federal and State level. These systems would potentially provide additional evidence for criminal cases as well as internal investigations.

SERVICE IMPACT: This project fosters transparency and accountability, as well as provides potential evidence for criminal investigations and internal investigations.

IMPACT IF NOT FUNDED: Police services would continue to be provided without using a significant technology tool available to benefit both the Department and the public.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 5

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Other	Federal	0	470,000	80,000	80,000	80,000	80,000	0	0	0	0	790,000
	Total	0	470,000	80,000	80,000	80,000	80,000	0	0	0	0	790,000

PROJECT: POLICE - OPERATIONS #629-Police Body Worn Cameras and In-Car Video

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	Other Federal	470,000	Year 1 implementation of Body Worn Cameras and In-Car Video. ($325,000) Cruiser light bar upgrade necessary due to limited outputs in current light bars. ($48,000) Duty uniform upgrades necessary to use Body Worn Cameras (2 Shirts, winter jacket, rain jacket, spring/fall jacket) ($72,000) Electrical Upgrades within the Department for proper charging of cameras and sensors. ($25,000)
		$470,000	2024 Subtotal
2025	Other Federal	80,000	Year 2 of 5 year Body Worn Camera and In-Car Video System agreement. Includes technical support as well as data storage.
		$80,000	2025 Subtotal
2026	Other Federal	80,000	Year 3 of 5 year Body Worn Camera and In-Car Video System agreement. Includes technical support as well as data storage.
		$80,000	2026 Subtotal
2027	Other Federal	80,000	Year 4 of 5 year Body Worn Camera and In-Car Video System agreement. Includes technical support as well as data storage.
		$80,000	2027 Subtotal
2028	Other Federal	80,000	Year 5 of 5 year Body Worn Camera and In-Car Video System agreement. Includes technical support as well as data storage.
		$80,000	2028 Subtotal
	TOTAL	$790,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #630-Police Computer Crimes Hardware and Equipment

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: The purpose of this project is to systematically replace and upgrade Computer Crimes Unit (CCU) equipment. The CCU plays a critical role in most criminal investigations. Evidence obtained through the forensic examination of digital devices including smart phones, tablets, laptops and other computers plays a key role in the prosecution of many crimes including, but not limited to: child predators, violent offenders, illegal drug dealers, as well as white collar criminals. The CCU utilizes specialized forensic equipment to analyze these digital platforms. Due to the ever increasing updates to technology it is necessary for the CCU to routinely update their hardware and related equipment. This project plans for the systematic replacement of these items over time.

SERVICE IMPACT: Providing a schedule for the replacement and upgrading of CCU hardware and equipment will ensure that our investigators have the tools necessary to successfully gather forensic evidence leading to the arrest and conviction of the criminal element utilizing digital technology.

IMPACT IF NOT FUNDED: Without routinely updating hardware the CCU may experience difficulty in preserving digital evidence of serious crimes which may jeopardize public safety caused by the inability to properly arrest and convict criminals tied to digital evidence.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 5

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	20,000	16,000	12,000	0	0	0	0	0	0	0	48,000
	Total	20,000	16,000	12,000	0	0	0	0	0	0	0	48,000

PROJECT: POLICE - OPERATIONS #630-Police Computer Crimes Hardware and Equipment

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General G.O. Bonds	20,000	Replace one forensic tower and associated hard drives.
		$20,000	2023 Subtotal
2024	General G.O. Bonds	16,000	Replace two laptop computers, as well as associated hard drives, faraday boxes, and digital forensic examination devices.
		$16,000	2024 Subtotal
2025	General G.O. Bonds	12,000	Replacement of one laptop computer, evidence storage hard drives, write blockers, faraday boxes, and additional flash drives and necessary accessories.
		$12,000	2025 Subtotal
	TOTAL	$48,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: FINANCE PURCHASING #631-Multi-Function Photocopy Machines

I. PROJECT TYPE: Information Technology & Communications

II. LOCATION: All city facilities

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the routine replacement of 31 photocopiers city-wide, which support all departments.

Photocopiers used by the City are multi-function units capable of photocopying, printing from desktop computers, as well as scanning to personal computers.

Black and white multi-function units are replaced with color multi-function units.

Use of network printers allows the City to reduce the number of desktop printers used in the organization.

SERVICE IMPACT: Loss in productivity as older technology multi-function units continue to require repeated service calls during the end of their projected life cycle of 5 - 7 years. Service becomes more expensive after 5 years and repair parts are not readily available after 7 years.

IMPACT IF NOT FUNDED: Increased costs for maintenance and printing. Less functionality and decreased productivity.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 5

Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Transfer	35,000	44,000	37,000	23,000	30,000	30,000	46,000	46,000	41,000	37,000	369,000
	Total	35,000	44,000	37,000	23,000	30,000	30,000	46,000	46,000	41,000	37,000	369,000

PROJECT: FINANCE PURCHASING #631-Multi-Function Photocopy Machines

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	General Capital Transfer	35,000	Replace networked multi-functional copiers/printers/scanners for the following City departments (locations): Assessing (City Hall), General Services - Equipment Services (COMF); General Services - Water Supply (Water Treatment Plant), Library - Admin (2nd floor Library), Police - Administration (CPD HQs, 3rd Floor), General Services - Wastewater Treatment (Hall St. WWTP).
		$35,000	2023 Subtotal
2024	General Capital Transfer	44,000	Replace networked multi-functional copiers/printers/scanners for the following City departments (locations): Finance Accounting (City Hall); Community Development Code Enforcement (City Hall Annex); Police - Records (CPD Headquarters) and Police - Detectives (CPD Headquarters).; Fire (Fire HQs).
		$44,000	2024 Subtotal
2025	General Capital Transfer	37,000	Replace networked multi-functional copier/printer/scanner for the following City department (location):, Finance - OMB (City Hall); GS Admin (COMF); Parks and Recreation (Main Office) and Library (Main Floor).
		$37,000	2025 Subtotal
2026	General Capital Transfer	23,000	Replace networked multi-functional copier/printer/scanner for the following City department (location): Finance - Collections (City Hall); Finance - Purchasing (COMF).
		$23,000	2026 Subtotal
2027	General Capital Transfer	30,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): Multiple departments (2nd Floor City Hall), Multiple departments (3rd Floor City Hall).
		$30,000	2027 Subtotal
2028	General Capital Transfer	30,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): Assessing (City Hall), Legal (Prosecutor's Office); City Clerk (City Hall); Human Services (Commercial St.).
		$30,000	2028 Subtotal

PROJECT: FINANCE PURCHASING #631-Multi-Function Photocopy Machines

2029	General	Capital Transfer	46,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): Finance Accounting (City Hall), General Services - Admin (COMF), Community Development - Code Enforcement (City Hall Annex) and Parks & Recreation (Heights Community Center).
			$46,000	2029 Subtotal
2030	General	Capital Transfer	46,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): General Services, Equipment Services (COMF); General Services, Water Supply (Water Treatment Plant); Finance, OMB (City Hall); Library, Admin (Concord Public Library); Police Administration (CPD HQs, 3rd Floor), Parks & Recreation (Main Office) and General Services, Wastewater Treatment (Hall St WWTF).
			$46,000	2030 Subtotal
2031	General	Capital Transfer	41,000	Replace networked multi-functional copier/printer/scanner for the following City Department (location): GS Administration (COMF); Finance, Collections (City Hall); Finance - Purchasing (COMF); Parks & Recreation (Main Office).
			$41,000	2031 Subtotal
2032	General	Capital Transfer	37,000	Replace networked multi-functional copiers/printers/scanners for the following City Departments (locations): Multiple departments (2nd Floor City Hall), Multiple departments (3rd Floor City Hall), and Library (Main Floor)
			$37,000	2032 Subtotal
	TOTAL		$369,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-PUBLIC PROPERTIES #636-Electric Vehicle (EV) Charging Stations

I. PROJECT TYPE: Public Buildings

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

NEED SERVED:

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

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

DESCRIPTION: The purpose of this project is to develop and implement a plan to provide electric vehicle (EV) charging stations at city-owned properties as such vehicles and equipment are added to the City fleet.

SERVICE IMPACT: EV charging stations are an important component in developing the capability to support electric vehicles within the City fleet.

IMPACT IF NOT FUNDED: The City will not have the capability to support electric vehicles in the fleet.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Water	G.O. Bonds	0	75,000	0	0	0	25,000	0	0	0	0	100,000
Water	Capital Transfer	10,000	0	0	0	0	0	0	0	0	0	10,000
General	G.O. Bonds	0	0	0	0	75,000	0	0	50,000	0	0	125,000
Sewer	G.O. Bonds	0	0	75,000	0	0	0	0	0	0	0	75,000
	Total	10,000	75,000	75,000	0	75,000	25,000	0	50,000	0	0	310,000

PROJECT: GS-PUBLIC PROPERTIES #636-Electric Vehicle (EV) Charging Stations

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Water Capital Transfer	10,000	Design EV charging stations.
		$10,000	2023 Subtotal
2024	Water G.O. Bonds	75,000	Construct two EV charging stations.
		$75,000	2024 Subtotal
2025	Sewer G.O. Bonds	75,000	Construct two EV charging stations.
		$75,000	2025 Subtotal
2027	General G.O. Bonds	75,000	Construct two EV charging stations.
		$75,000	2027 Subtotal
2028	Water G.O. Bonds	25,000	Design EV charging stations.
		$25,000	2028 Subtotal
2030	General G.O. Bonds	50,000	Construct one EV charging station.
		$50,000	2030 Subtotal
	TOTAL	$310,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: ASSESSING #639-Full Measure and List

I. PROJECT TYPE: Economic Development

II. LOCATION: City wide

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the completion of a "Full Measure and List" of all properties located in the City by the Assessing Department. The project would be undertaken in multiple phases.

With assistance from a contracted vendor, the Assessing Department would visit every property to verify the exterior measurements of the buildings and ancillary improvements such as outbuildings, sheds, fences, and in-ground pools, as well as view the interior of the buildings to verify and update the number of bedrooms, bathrooms, flooring, wall finishes, finishes in the kitchens, baths, other rooms and the overall condition of the property.

The last Full Measure and List was completed in 1990.

SERVICE IMPACT: Updated information would allow the City to more accurately determine the assessed value of all real estate in the community, thereby ensuring that property is taxed appropriately and fairly.

IMPACT IF NOT FUNDED: Incorrect assessments result in loss of property tax revenue when the assessments are too low, or increased overlay payments and costs associated with trials beyond the local level to either the Superior Court or Board of Land and Tax Appeals (BTLA) when properties are assessed for more than fair market value due to incorrect or outdated data.

IV PREVIOUS FISCAL YEAR AUTHORIZED: 0 PREVIOUS AMOUNT: 0

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

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Transfer	0	185,000	139,000	144,000	148,000	152,000	0	0	0	0	768,000
	Total	0	185,000	139,000	144,000	148,000	152,000	0	0	0	0	768,000

PROJECT: ASSESSING #639-Full Measure and List

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Capital Transfer	185,000	Full Measure and List. Phase 1 of 5.
		$185,000	2024 Subtotal
2025	General Capital Transfer	139,000	Full Measure and List. Phase 2 of 5.
		$139,000	2025 Subtotal
2026	General Capital Transfer	144,000	Full Measure and List. Phase 3 of 5.
		$144,000	2026 Subtotal
2027	General Capital Transfer	148,000	Full Measure and List. Phase 4 of 5.
		$148,000	2027 Subtotal
2028	General Capital Transfer	152,000	Full Measure and List. Phase 5 of 5.
		$152,000	2028 Subtotal
	TOTAL	$768,000	

PROJECT: POLICE - OPERATIONS #643-Police Headquarters (New)

I. PROJECT TYPE: Public Buildings

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for either a major renovation and expansion of the existing Police Department Headquarters located at Green Street, or development of a new Headquarters elsewhere in the community.

Said project shall be guided by the results of a 2022 needs assessment and feasibility study for the Police Headquarters as completed by the HL Turner Group.

SERVICE IMPACT: The current Headquarters building, which opened in 1977, has become antiquated and no longer meets the needs of the Department. During the ensuing decades, the Department has grown, and the quantity/complexity of equipment required to provide community policing services have also evolved. The current building does not comply with current industry standards.

IMPACT IF NOT FUNDED: Operational challenges associated with the current facility will remain unchanged. This will have a negative impact on Department morale and the ability to efficiently provide services to the community.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 25

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	0	2,500,000	25,000,000	0	0	0	0	0	27,500,000
	Total	0	0	0	2,500,000	25,000,000	0	0	0	0	0	27,500,000

PROJECT: POLICE - OPERATIONS #643-Police Headquarters (New)

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2026	General G.O. Bonds	2,500,000	Police Station Renovation and Expansion or Replacement Project. Design.
		$2,500,000	2026 Subtotal
2027	General G.O. Bonds	25,000,000	Police Station Renovation and Expansion or Replacement Project. Construction.
		$25,000,000	2027 Subtotal
	TOTAL	$27,500,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-HIGHWAY / UTILITIES #644-Street Tree Planting

I. PROJECT TYPE: Downtown

II. LOCATION: Street rights-of-way

III. PROJECT OBJECTIVES AND BACKGROUND

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

DESCRIPTION: This project provides for the routine replacement of dead, diseased, declining or dangerous street trees within City rights-of-way.

SERVICE IMPACT: The Department removes trees in the right of way that are declining, dead or a safety hazard. Currently there is no funding to plant trees and the industry standard is to plant 2 trees for every tree removed in the Urban Compact areas. The Department would like to start replacing trees that are removed as recommended going forward so that the tree canopy within the urbanized areas of the community will be sustainable for the future. The benefit of street trees is realized by all the residents.

IMPACT IF NOT FUNDED: The street tree canopy will continue to decline. Trees will be removed and the benefits of the urban tree canopy will be diminished, thereby negatively affecting the quality of life of residents in denser neighborhoods.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT: 0

V. PROJECT USEFUL LIFE (In Years): 30 Expected Bond Term (in Years)

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Capital Close-out	4,874	0	0	0	0	0	0	0	0	0	4,874
General	Capital Transfer	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,000
	Total	4,874	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	49,874

PROJECT: GS-HIGHWAY / UTILITIES #644-Street Tree Planting

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type		Amount	Action
2023	General	Capital Close-out	4,874	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
			$4,874	2023 Subtotal
2024	General	Capital Transfer	5,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
			$5,000	2024 Subtotal
2025	General	Capital Transfer	5,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
			$5,000	2025 Subtotal
2026	General	Capital Transfer	5,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
			$5,000	2026 Subtotal
2027	General	Capital Transfer	5,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
			$5,000	2027 Subtotal
2028	General	Capital Transfer	5,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
			$5,000	2028 Subtotal
2029	General	Capital Transfer	5,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
			$5,000	2029 Subtotal

PROJECT: GS-HIGHWAY / UTILITIES #644-Street Tree Planting

2030	General	Capital Transfer	5,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
			$5,000	2030 Subtotal
2031	General	Capital Transfer	5,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
			$5,000	2031 Subtotal
2032	General	Capital Transfer	5,000	Replace trees in City street rights-of-way which have been removed due to death, disease, or safety concerns.
			$5,000	2032 Subtotal
	TOTAL		$49,874	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: POLICE - OPERATIONS #645-Police Department RMS/CAD Upgrade

I. PROJECT TYPE: Public Safety

II. LOCATION: Police Department

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project replaces the Police Department's Records Management and Computer Aided Dispatch Systems. This system maintains almost all of the Department's records and is the system used to manage and dispatch all of the calls for service that the Department responds to.

SERVICE IMPACT: The Department's current RMS/CAD system is antiquated and struggles to meet current demand. It is anticipated that the company which manufacturers the system will be discontinuing service support in the near future.

IMPACT IF NOT FUNDED: The Department will continue to utilize the current RMS/CAD system, which is insufficient for the Department's current and future needs.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years) 20

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	G.O. Bonds	0	0	250,000	250,000	0	0	0	0	0	0	500,000
	Total	0	0	250,000	250,000	0	0	0	0	0	0	500,000

PROJECT: POLICE - OPERATIONS #645-Police Department RMS/CAD Upgrade

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2025	General G.O. Bonds	250,000	Replacement of the Police Department's current RMS/CAD system. Phase 1 of 2.
		$250,000	2025 Subtotal
2026	General G.O. Bonds	250,000	Replacement of the Police Department's current RMS/CAD system. Phase 2 of 2.
		$250,000	2026 Subtotal
	TOTAL	$500,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: GS-HIGHWAY / UTILITIES #646-Planter Box Fencing

I. PROJECT TYPE: Sidewalks and Streetscapes

II. LOCATION: Main Street

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: This project provides for the acquisition and installation of decorative metal fencing to surround the City's Main Street planter beds.

SERVICE IMPACT: The City's investment in its Main Street plantings continues to suffer damage from pedestrians and pet waste. Fencing around the planters was originally proposed as part of the Main Street project but was not installed due to budget constraints. This decision has created on-going challenges to have the landscaping survive and thrive.

IMPACT IF NOT FUNDED: Landscaping will continue to suffer and not appear as originally envisioned in the City's Main Street landscape plan. City will continue to lose investment in plantings on an annual basis.

IV PREVIOUS FISCAL YEAR AUTHORIZED:

PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 10

Expected Bond Term (in Years) 10

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
General	Donations	0	95,000	0	0	0	0	0	0	0	0	95,000
	Total	0	95,000	0	0	0	0	0	0	0	0	95,000

PROJECT: GS-HIGHWAY / UTILITIES #646-Planter Box Fencing

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2024	General Donations	95,000	
		$95,000	2024 Subtotal
	TOTAL	$95,000	

2023-2032
CAPITAL IMPROVEMENT
PROJECT DETAIL

PROJECT: CD-ENGINEERING SERVICES #648-Wastewater Master Plan Update

I. PROJECT TYPE: Sewer Collection

II. LOCATION: Loudon Road and Manchester Street Sewersheds

III. PROJECT OBJECTIVES AND BACKGROUND

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

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

DESCRIPTION: The sewer collection system in the Concord Heights is aging and in need of numerous updates to meet current needs. While at the same time this area of the City is seeing increased interest in both new development and redevelopment. These overlapping factors have created the need to assess the condition and capacity of sewer collection system, and develop an asset management plan for necessary improvements. Concord's last comprehensive wastewater masterplan update was performed in 1995.

SERVICE IMPACT: The information gathered by the plan will help identify where within the sewer collection system improvements are needed to adequately accommodate existing and future wastewater flows.

IMPACT IF NOT FUNDED: If the plan is not developed, the sewer collection system, including wastewater pump stations, may be limited in its capacity to adequately serve both existing and future wastewater flows.

IV PREVIOUS FISCAL YEAR AUTHORIZED: PREVIOUS AMOUNT:

V. PROJECT USEFUL LIFE (In Years): 15 Expected Bond Term (in Years) 5

VI. PROJECT FUND SUMMARY

Fund	Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten Years
Sewer	G.O. Bonds	160,000	0	0	0	0	0	0	0	0	0	160,000
	Total	160,000	0	0	0	0	0	0	0	0	0	160,000

PROJECT: CD-ENGINEERING SERVICES #648-Wastewater Master Plan Update

VII. PROJECT FUND DETAIL

Fiscal Year	Fund Type	Amount	Action
2023	Sewer G.O. Bonds	160,000	Sewer Collection System Master Plan Update - Loudon Road/Manchester Street Sewershed
		$160,000	2023 Subtotal
	TOTAL	$160,000	

AFSCME Wage Schedule

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	$11.96	$12.28	$12.57	$12.90	$13.19	$13.51	$13.90	$14.24	$14.58	$14.95	$15.31	$15.69	$16.09	$16.52	$16.92	$17.34
	$478.40	$491.20	$502.80	$516.00	$527.60	$540.40	$556.00	$569.60	$583.20	$598.00	$612.40	$627.60	$643.60	$660.80	$676.80	$693.60
	$24,876.80	$25,542.40	$26,145.60	$26,832.00	$27,435.20	$28,100.80	$28,912.00	$29,619.20	$30,326.40	$31,096.00	$31,844.80	$32,635.20	$33,467.20	$34,361.60	$35,193.60	$36,067.20
2	$12.57	$12.90	$13.19	$13.51	$13.90	$14.24	$14.58	$14.95	$15.31	$15.69	$16.09	$16.52	$16.92	$17.33	$17.74	$18.19
	$502.80	$516.00	$527.60	$540.40	$556.00	$569.60	$583.20	$598.00	$612.40	$627.60	$643.60	$660.80	$676.80	$693.20	$709.60	$727.60
	$26,145.60	$26,832.00	$27,435.20	$28,100.80	$28,912.00	$29,619.20	$30,326.40	$31,096.00	$31,844.80	$32,635.20	$33,467.20	$34,361.60	$35,193.60	$36,046.40	$36,899.20	$37,835.20
3	$13.19	$13.51	$13.90	$14.24	$14.58	$14.95	$15.31	$15.69	$16.09	$16.52	$16.92	$17.33	$17.74	$18.19	$18.64	$19.10
	$527.60	$540.40	$556.00	$569.60	$583.20	$598.00	$612.40	$627.60	$643.60	$660.80	$676.80	$693.20	$709.60	$727.60	$745.60	$764.00
	$27,435.20	$28,100.80	$28,912.00	$29,619.20	$30,326.40	$31,096.00	$31,844.80	$32,635.20	$33,467.20	$34,361.60	$35,193.60	$36,046.40	$36,899.20	$37,835.20	$38,771.20	$39,728.00
4	$13.90	$14.24	$14.58	$14.95	$15.31	$15.69	$16.09	$16.52	$16.92	$17.33	$17.74	$18.19	$18.64	$19.14	$19.60	$20.09
	$556.00	$569.60	$583.20	$598.00	$612.40	$627.60	$643.60	$660.80	$676.80	$693.20	$709.60	$727.60	$745.60	$765.60	$784.00	$803.60
	$28,912.00	$29,619.20	$30,326.40	$31,096.00	$31,844.80	$32,635.20	$33,467.20	$34,361.60	$35,193.60	$36,046.40	$36,899.20	$37,835.20	$38,771.20	$39,811.20	$40,768.00	$41,787.20
5	$14.58	$14.95	$15.31	$15.69	$16.09	$16.52	$16.92	$17.33	$17.74	$18.19	$18.64	$19.14	$19.60	$20.10	$20.58	$21.09
	$583.20	$598.00	$612.40	$627.60	$643.60	$660.80	$676.80	$693.20	$709.60	$727.60	$745.60	$765.60	$784.00	$804.00	$823.20	$843.60
	$30,326.40	$31,096.00	$31,844.80	$32,635.20	$33,467.20	$34,361.60	$35,193.60	$36,046.40	$36,899.20	$37,835.20	$38,771.20	$39,811.20	$40,768.00	$41,808.00	$42,806.40	$43,867.20
6	$15.31	$15.69	$16.09	$16.52	$16.92	$17.33	$17.74	$18.19	$18.64	$19.14	$19.60	$20.10	$20.58	$21.09	$21.65	$22.19
	$612.40	$627.60	$643.60	$660.80	$676.80	$693.20	$709.60	$727.60	$745.60	$765.60	$784.00	$804.00	$823.20	$843.60	$866.00	$887.60
	$31,844.80	$32,635.20	$33,467.20	$34,361.60	$35,193.60	$36,046.40	$36,899.20	$37,835.20	$38,771.20	$39,811.20	$40,768.00	$41,808.00	$42,806.40	$43,867.20	$45,032.00	$46,155.20
7	$16.09	$16.52	$16.92	$17.33	$17.74	$18.19	$18.64	$19.14	$19.60	$20.10	$20.58	$21.09	$21.65	$22.18	$22.75	$23.32
	$643.60	$660.80	$676.80	$693.20	$709.60	$727.60	$745.60	$765.60	$784.00	$804.00	$823.20	$843.60	$866.00	$887.20	$910.00	$932.80
	$33,467.20	$34,361.60	$35,193.60	$36,046.40	$36,899.20	$37,835.20	$38,771.20	$39,811.20	$40,768.00	$41,808.00	$42,806.40	$43,867.20	$45,032.00	$46,134.40	$47,320.00	$48,505.60
8	$16.92	$17.33	$17.74	$18.19	$18.64	$19.14	$19.60	$20.10	$20.58	$21.09	$21.65	$22.18	$22.75	$23.30	$23.87	$24.48
	$676.80	$693.20	$709.60	$727.60	$745.60	$765.60	$784.00	$804.00	$823.20	$843.60	$866.00	$887.20	$910.00	$932.00	$954.80	$979.20
	$35,193.60	$36,046.40	$36,899.20	$37,835.20	$38,771.20	$39,811.20	$40,768.00	$41,808.00	$42,806.40	$43,867.20	$45,032.00	$46,134.40	$47,320.00	$48,464.00	$49,649.60	$50,918.40
9	$17.74	$18.19	$18.64	$19.14	$19.60	$20.10	$20.58	$21.09	$21.65	$22.18	$22.75	$23.30	$23.87	$24.51	$25.09	$25.72
	$709.60	$727.60	$745.60	$765.60	$784.00	$804.00	$823.20	$843.60	$866.00	$887.20	$910.00	$932.00	$954.80	$980.40	$1,003.60	$1,028.80
	$36,899.20	$37,835.20	$38,771.20	$39,811.20	$40,768.00	$41,808.00	$42,806.40	$43,867.20	$45,032.00	$46,134.40	$47,320.00	$48,464.00	$49,649.60	$50,980.80	$52,187.20	$53,497.60
10	$18.64	$19.14	$19.60	$20.10	$20.58	$21.09	$21.65	$22.18	$22.75	$23.30	$23.87	$24.51	$25.09	$25.71	$26.36	$27.00
	$745.60	$765.60	$784.00	$804.00	$823.20	$843.60	$866.00	$887.20	$910.00	$932.00	$954.80	$980.40	$1,003.60	$1,028.40	$1,054.40	$1,080.00
	$38,771.20	$39,811.20	$40,768.00	$41,808.00	$42,806.40	$43,867.20	$45,032.00	$46,134.40	$47,320.00	$48,464.00	$49,649.60	$50,980.80	$52,187.20	$53,476.80	$54,828.80	$56,160.00
11	$19.60	$20.10	$20.58	$21.09	$21.65	$22.18	$22.75	$23.30	$23.87	$24.51	$25.09	$25.71	$26.36	$27.02	$27.69	$28.39
	$784.00	$804.00	$823.20	$843.60	$866.00	$887.20	$910.00	$932.00	$954.80	$980.40	$1,003.60	$1,028.40	$1,054.40	$1,080.80	$1,107.60	$1,135.60
	$40,768.00	$41,808.00	$42,806.40	$43,867.20	$45,032.00	$46,134.40	$47,320.00	$48,464.00	$49,649.60	$50,980.80	$52,187.20	$53,476.80	$54,828.80	$56,201.60	$57,595.20	$59,051.20
12	$20.58	$21.09	$21.65	$22.18	$22.75	$23.30	$23.87	$24.51	$25.09	$25.71	$26.36	$27.02	$27.69	$28.39	$29.11	$29.84
	$823.20	$843.60	$866.00	$887.20	$910.00	$932.00	$954.80	$980.40	$1,003.60	$1,028.40	$1,054.40	$1,080.80	$1,107.60	$1,135.60	$1,164.40	$1,193.60
	$42,806.40	$43,867.20	$45,032.00	$46,134.40	$47,320.00	$48,464.00	$49,649.60	$50,980.80	$52,187.20	$53,476.80	$54,828.80	$56,201.60	$57,595.20	$59,051.20	$60,548.80	$62,067.20
13	$21.65	$22.18	$22.75	$23.30	$23.87	$24.51	$25.09	$25.71	$26.36	$27.02	$27.69	$28.39	$29.11	$29.85	$30.59	$31.35
	$866.00	$887.20	$910.00	$932.00	$954.80	$980.40	$1,003.60	$1,028.40	$1,054.40	$1,080.80	$1,107.60	$1,135.60	$1,164.40	$1,194.00	$1,223.60	$1,254.00
	$45,032.00	$46,134.40	$47,320.00	$48,464.00	$49,649.60	$50,980.80	$52,187.20	$53,476.80	$54,828.80	$56,201.60	$57,595.20	$59,051.20	$60,548.80	$62,088.00	$63,627.20	$65,208.00
14	$22.75	$23.30	$23.87	$24.51	$25.09	$25.71	$26.36	$27.02	$27.69	$28.39	$29.11	$29.85	$30.59	$31.34	$32.13	$32.93
	$910.00	$932.00	$954.80	$980.40	$1,003.60	$1,028.40	$1,054.40	$1,080.80	$1,107.60	$1,135.60	$1,164.40	$1,194.00	$1,223.60	$1,253.60	$1,285.20	$1,317.20
	$47,320.00	$48,464.00	$49,649.60	$50,980.80	$52,187.20	$53,476.80	$54,828.80	$56,201.60	$57,595.20	$59,051.20	$60,548.80	$62,088.00	$63,627.20	$65,187.20	$66,830.40	$68,494.40
15	$23.87	$24.51	$25.09	$25.71	$26.36	$27.02	$27.69	$28.39	$29.11	$29.85	$30.59	$31.34	$32.13	$32.92	$33.72	$34.57
	$954.80	$980.40	$1,003.60	$1,028.40	$1,054.40	$1,080.80	$1,107.60	$1,135.60	$1,164.40	$1,194.00	$1,223.60	$1,253.60	$1,285.20	$1,316.80	$1,348.80	$1,382.80
	$49,649.60	$50,980.80	$52,187.20	$53,476.80	$54,828.80	$56,201.60	$57,595.20	$59,051.20	$60,548.80	$62,088.00	$63,627.20	$65,187.20	$66,830.40	$68,473.60	$70,137.60	$71,905.60
16	$25.09	$25.71	$26.36	$27.02	$27.69	$28.39	$29.11	$29.85	$30.59	$31.34	$32.13	$32.92	$33.72	$34.61	$35.46	$36.35
	$1,003.60	$1,028.40	$1,054.40	$1,080.80	$1,107.60	$1,135.60	$1,164.40	$1,194.00	$1,223.60	$1,253.60	$1,285.20	$1,316.80	$1,348.80	$1,384.40	$1,418.40	$1,454.00
	$52,187.20	$53,476.80	$54,828.80	$56,201.60	$57,595.20	$59,051.20	$60,548.80	$62,088.00	$63,627.20	$65,187.20	$66,830.40	$68,473.60	$70,137.60	$71,988.80	$73,756.80	$75,608.00

CFOA Wage Schedule

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
18	$27.67	$28.37	$29.09	$29.81	$30.58	$31.34	$32.11	$32.90	$33.72	$34.58	$35.43	$36.32	$37.24	$38.15	$39.13	$40.08
40 Hr.	$1,106.80	$1,134.80	$1,163.60	$1,192.40	$1,223.20	$1,253.60	$1,284.40	$1,316.00	$1,348.80	$1,383.20	$1,417.20	$1,452.80	$1,489.60	$1,526.00	$1,565.20	$1,603.20
ALSO	$57,553.60	$59,009.60	$60,507.20	$62,004.80	$63,606.40	$65,187.20	$66,788.80	$68,432.00	$70,137.60	$71,926.40	$73,694.40	$75,545.60	$77,459.20	$79,352.00	$81,390.40	$83,366.40
20	$30.58	$31.34	$32.11	$32.90	$33.72	$34.58	$35.43	$36.32	$37.24	$38.15	$39.13	$40.08	$41.10	$42.11	$43.17	$44.25
40 Hr.	$1,223.20	$1,253.60	$1,284.40	$1,316.00	$1,348.80	$1,383.20	$1,417.20	$1,452.80	$1,489.60	$1,526.00	$1,565.20	$1,603.20	$1,644.00	$1,684.40	$1,726.80	$1,770.00
LSO/Com Sup/FATS	$63,606.40	$65,187.20	$66,788.80	$68,432.00	$70,137.60	$71,926.40	$73,694.40	$75,545.60	$77,459.20	$79,352.00	$81,390.40	$83,366.40	$85,488.00	$87,588.80	$89,793.60	$92,040.00
18	$27.67	$28.37	$29.09	$29.81	$30.58	$31.34	$32.11	$32.90	$33.72	$34.58	$35.43	$36.32	$37.24	$38.15	$39.13	$40.08
42 Hr.	$1,162.14	$1,191.54	$1,221.78	$1,252.02	$1,284.36	$1,316.28	$1,348.62	$1,381.80	$1,416.24	$1,452.36	$1,488.06	$1,525.44	$1,564.08	$1,602.30	$1,643.46	$1,683.36
LT.	$60,431.28	$61,960.08	$63,532.56	$65,105.04	$66,786.72	$68,446.56	$70,128.24	$71,853.60	$73,644.48	$75,522.72	$77,379.12	$79,322.88	$81,332.16	$83,319.60	$85,459.92	$87,534.72
19	$29.09	$29.81	$30.58	$31.34	$32.11	$32.90	$33.72	$34.58	$35.43	$36.32	$37.24	$38.15	$39.13	$40.08	$41.10	$42.11
42 Hr.	$1,221.78	$1,252.02	$1,284.36	$1,316.28	$1,348.62	$1,381.80	$1,416.24	$1,452.36	$1,488.06	$1,525.44	$1,564.08	$1,602.30	$1,643.46	$1,683.36	$1,726.20	$1,768.62
P/Lt.	$63,532.56	$65,105.04	$66,786.72	$68,446.56	$70,128.24	$71,853.60	$73,644.48	$75,522.72	$77,379.12	$79,322.88	$81,332.16	$83,319.60	$85,459.92	$87,534.72	$89,762.40	$91,968.24
20	$30.58	$31.34	$32.11	$32.90	$33.72	$34.58	$35.43	$36.32	$37.24	$38.15	$39.13	$40.08	$41.10	$42.11	$43.17	$44.25
42 Hr.	$1,284.36	$1,316.28	$1,348.62	$1,381.80	$1,416.24	$1,452.36	$1,488.06	$1,525.44	$1,564.08	$1,602.30	$1,643.46	$1,683.36	$1,726.20	$1,768.62	$1,813.14	$1,858.50
Captain	$66,786.72	$68,446.56	$70,128.24	$71,853.60	$73,644.48	$75,522.72	$77,379.12	$79,322.88	$81,332.16	$83,319.60	$85,459.92	$87,534.72	$89,762.40	$91,968.24	$94,283.28	$96,642.00
21	$33.72	$34.58	$35.43	$36.32	$37.24	$38.15	$39.13	$40.08	$41.10	$42.11	$43.17	$44.25	$45.37	$46.48	$47.66	$48.84
42 Hr.	$1,416.24	$1,452.36	$1,488.06	$1,525.44	$1,564.08	$1,602.30	$1,643.46	$1,683.36	$1,726.20	$1,768.62	$1,813.14	$1,858.50	$1,905.54	$1,952.16	$2,001.72	$2,051.28
B/C	$73,644.48	$75,522.72	$77,379.12	$79,322.88	$81,332.16	$83,319.60	$85,459.92	$87,534.72	$89,762.40	$91,968.24	$94,283.28	$96,642.00	$99,088.08	$101,512.32	$104,089.44	$106,666.56

CPPA Wage Schedule

Effective 1/2/2022										
CPPA	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX "E" Elevated	MAX + 4% MPO @ 8yrs	MAX + 5% MPO @ 15 Yrs	MAX+ 5% MPO +3% 20 YR
Hourly	$27.41	$28.79	$30.53	$32.35	$34.29	$36.35	$36.35	$37.80	$38.17	$39.32
Weekly	$1,096.40	$1,151.60	$1,221.20	$1,294.00	$1,371.60	$1,454.00	$1,454.00	$1,512.00	$1,526.80	$1,572.80
Yearly	$57,012.80	$59,883.20	$63,502.40	$67,288.00	$71,323.20	$75,608.00	$75,608.00	$78,624.00	$79,393.60	$81,785.60
Merit 3%	$-	$-	$-	$-	$-	$-	$2,268.24	$2,358.72	$2,381.81	$2,453.57
Total Yearly	$57,012.80	$59,883.20	$63,502.40	$67,288.00	$71,323.20	$75,608.00	$77,876.24	$80,982.72	$81,775.41	$84,239.17
	BASE						BMAB	BMAX	BMAY	BMAZ
DEU 7%	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX "E" Elevated	MAX + 4% MPO @ 8yrs	MAX + 5% MPO @ 15 Yrs	MAX+ 5% MPO +3% 20 YR
Hourly	$29.33	$30.81	$32.67	$34.61	$36.69	$38.89	$38.89	$40.45	$40.83	$42.05
Weekly	$1,173.20	$1,232.40	$1,306.80	$1,384.40	$1,467.60	$1,555.60	$1,555.60	$1,618.00	$1,633.20	$1,682.00
Yearly	$61,006.40	$64,084.80	$67,953.60	$71,988.80	$76,315.20	$80,891.20	$80,891.20	$84,136.00	$84,926.40	$87,464.00
Merit 3%	$-	$-	$-	$-	$-	$-	$2,426.74	$2,524.08	$2,547.79	$2,623.92
Total Yearly	$61,006.40	$64,084.80	$67,953.60	$71,988.80	$76,315.20	$80,891.20	$83,317.94	$86,660.08	$87,474.19	$90,087.92
	DEU BASE						DMAB	DMAX	DMAY	DMAZ
CID, DVO, CRO and SRO 1.5%	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	MAX "E" Elevated	MAX + 4% MPO @ 8yrs	MAX + 5% MPO @ 15 Yrs	MAX+ 5% MPO +3% 20 YR
Hourly	$27.82	$29.22	$30.99	$32.84	$34.80	$36.90	$36.90	$38.38	$38.75	$39.91
Weekly	$1,112.80	$1,168.80	$1,239.60	$1,313.60	$1,392.00	$1,476.00	$1,476.00	$1,535.20	$1,550.00	$1,596.40
Yearly	$57,865.60	$60,777.60	$64,459.20	$68,307.20	$72,384.00	$76,752.00	$76,752.00	$79,830.40	$80,600.00	$83,012.80
Merit 3%	$-	$-	$-	$-	$-	$-	$2,302.56	$2,394.91	$2,418.00	$2,490.38
Total Yearly	$57,865.60	$60,777.60	$64,459.20	$68,307.20	$72,384.00	$76,752.00	$79,054.56	$82,225.31	$83,018.00	$85,503.18

CPSA Wage Schedule

Effective 1/2/2022 - 2.75% COLA, Blended (Adjusted) rate for sworn positions.											
Dispatch Supervisor											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	$25.96	$26.75	$27.54	$28.36	$29.20	$30.07	$31.00	$31.93	$32.87	$33.86	$33.86
Weekly	$1,038.40	$1,070.00	$1,101.60	$1,134.40	$1,168.00	$1,202.80	$1,240.00	$1,277.20	$1,314.80	$1,354.40	$1,354.40
Yearly	$53,996.80	$55,640.00	$57,283.20	$58,988.80	$60,736.00	$62,545.60	$64,480.00	$66,414.40	$68,369.60	$70,428.80	$70,428.80
Merit											$2,112.86
Yearly *											$72,541.66
Sergeant A: Members with less than 20 years of sworn service.											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	$33.16	$34.15	$35.16	$36.24	$37.33	$38.42	$39.54	$40.76	$41.99	$43.27	$43.27
Weekly	$1,326.40	$1,366.00	$1,406.40	$1,449.60	$1,493.20	$1,536.80	$1,581.60	$1,630.40	$1,679.60	$1,730.80	$1,730.80
Yearly	$68,972.80	$71,032.00	$73,132.80	$75,379.20	$77,646.40	$79,913.60	$82,243.20	$84,780.80	$87,339.20	$90,001.60	$90,001.60
Merit											$2,700.05
Yearly *											$92,701.65
CID, CSD, PDU, FTO - 1.5%											
Sergeant A: Members with less than 20 years of sworn service.											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	$33.66	$34.66	$35.69	$36.78	$37.89	$39.00	$40.13	$41.37	$42.62	$43.92	$43.92
Weekly	$1,346.40	$1,386.40	$1,427.60	$1,471.20	$1,515.60	$1,560.00	$1,605.20	$1,654.80	$1,704.80	$1,756.80	$1,756.80
Yearly	$70,012.80	$72,092.80	$74,235.20	$76,502.40	$78,811.20	$81,120.00	$83,470.40	$86,049.60	$88,649.60	$91,353.60	$91,353.60
Merit											$2,740.61
Yearly *											$94,094.21
Sergeant B: Members with 20 years (+) of sworn service.											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	$34.39	$35.39	$36.41	$37.47	$38.54	$39.68	$40.78	$41.98	$43.26	$44.50	$44.50
Weekly	$1,375.60	$1,415.60	$1,456.40	$1,498.80	$1,541.60	$1,587.20	$1,631.20	$1,679.20	$1,730.40	$1,780.00	$1,780.00
Yearly	$71,531.20	$73,611.20	$75,732.80	$77,937.60	$80,163.20	$82,534.40	$84,822.40	$87,318.40	$89,980.80	$92,560.00	$92,560.00
Merit											$2,776.80
Yearly *											$95,336.80
CID, CSD, PDU, FTO - 1.5%											
Sergeant B: Members with 20 years (+) of sworn service.											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	$34.91	$35.92	$36.96	$38.03	$39.12	$40.28	$41.39	$42.61	$43.91	$45.17	$45.17
Weekly	$1,396.40	$1,436.80	$1,478.40	$1,521.20	$1,564.80	$1,611.20	$1,655.60	$1,704.40	$1,756.40	$1,806.80	$1,806.80
Yearly	$72,612.80	$74,713.60	$76,876.80	$79,102.40	$81,369.60	$83,782.40	$86,091.20	$88,628.80	$91,332.80	$93,953.60	$93,953.60
Merit											$2,818.61
Yearly *											$96,772.21

CPSA Wage Schedule

Sergeant DEU A: Members with less than 20 years of sworn service (5% Stipend is reflected).											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	$34.82	$34.89	$35.93	$37.02	$38.15	$39.26	$40.40	$41.67	$42.94	$44.19	$44.19
Weekly	$1,392.80	$1,395.60	$1,437.20	$1,480.80	$1,526.00	$1,570.40	$1,616.00	$1,666.80	$1,717.60	$1,767.60	$1,767.60
Yearly	$72,425.60	$72,571.20	$74,734.40	$77,001.60	$79,352.00	$81,660.80	$84,032.00	$86,673.60	$89,315.20	$91,915.20	$91,915.20
Merit											$2,757.46
Yearly *											$94,672.66
Sergeant DEU B: Members with 20 (+) years of sworn service (5% Stipend is reflected).											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	$36.04	$37.10	$38.18	$39.31	$40.41	$41.59	$42.77	$44.04	$45.34	$46.67	$46.67
Weekly	$1,441.60	$1,484.00	$1,527.20	$1,572.40	$1,616.40	$1,663.60	$1,710.80	$1,761.60	$1,813.60	$1,866.80	$1,866.80
Yearly	$74,963.20	$77,168.00	$79,414.40	$81,764.80	$84,052.80	$86,507.20	$88,961.60	$91,603.20	$94,307.20	$97,073.60	$97,073.60
Merit											$2,912.21
Yearly *											$99,985.81
Lieutenant A: Members with less than 20 years of sworn service.											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	$38.35	$39.45	$40.68	$41.88	$43.09	$44.44	$45.78	$47.17	$48.57	$50.00	$50.00
Weekly	$1,534.00	$1,578.00	$1,627.20	$1,675.20	$1,723.60	$1,777.60	$1,831.20	$1,886.80	$1,942.80	$2,000.00	$2,000.00
Yearly	$79,768.00	$82,056.00	$84,614.40	$87,110.40	$89,627.20	$92,435.20	$95,222.40	$98,113.60	$101,025.60	$104,000.00	$104,000.00
Merit											$3,120.00
Yearly *											$107,120.00
CID, CSD, PDU, FTO - 1.5%											
Lieutenant A: Members with less than 20 years of sworn service.											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	$38.93	$40.04	$41.29	$42.51	$43.74	$45.11	$46.47	$47.88	$49.30	$50.75	$50.75
Weekly	$1,557.20	$1,601.60	$1,651.60	$1,700.40	$1,749.60	$1,804.40	$1,858.80	$1,915.20	$1,972.00	$2,030.00	$2,030.00
Yearly	$80,974.40	$83,283.20	$85,883.20	$88,420.80	$90,979.20	$93,828.80	$96,657.60	$99,590.40	$102,544.00	$105,560.00	$105,560.00
Merit											$3,166.80
Yearly *											$108,726.80
Lieutenant: Members with 20 years (+) of sworn service.											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	$39.57	$40.70	$41.89	$43.13	$44.33	$45.68	$47.01	$48.40	$49.80	$51.23	$51.23
Weekly	$1,582.80	$1,628.00	$1,675.60	$1,725.20	$1,773.20	$1,827.20	$1,880.40	$1,936.00	$1,992.00	$2,049.20	$2,049.20
Yearly	$82,305.60	$84,656.00	$87,131.20	$89,710.40	$92,206.40	$95,014.40	$97,780.80	$100,672.00	$103,584.00	$106,558.40	$106,558.40
Merit											$3,196.75
Yearly *											$109,755.15

CPSA Wage Schedule

Effective 1/3/2022 - 2.75% COLA, Blended (Adjusted) rate for sworn positions. Revised 12/18/20											
CID, CSD, PDU, FTO - 1.5%											
Lieutenant: Members with 20 years (+) of sworn service.											
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 10*
Hourly	$ 40.16	$ 41.31	$ 42.52	$ 43.78	$ 44.99	$ 46.37	$ 47.72	$ 49.13	$ 50.55	$ 52.00	$ 52.00
Weekly	$ 1,606.40	$ 1,652.40	$ 1,700.80	$ 1,751.20	$ 1,799.60	$ 1,854.80	$ 1,908.80	$ 1,965.20	$ 2,022.00	$ 2,080.00	$ 2,080.00
Yearly	$ 83,532.80	$ 85,924.80	$ 88,441.60	$ 91,062.40	$ 93,579.20	$ 96,449.60	$ 99,257.60	$ 102,190.40	$ 105,144.00	$ 108,160.00	$ 108,160.00
Merit											$ 3,244.80
Yearly *											$ 111,404.80
Parking Supervisor (Rates in effect as of 2/1/2019)											
Grade 18	A	B	C	D	E	F	G	H	I	J	K
Hourly	$ 24.54	$ 25.16	$ 25.79	$ 26.42	$ 27.11	$ 27.79	$ 28.46	$ 29.17	$ 29.90	$ 30.65	$ 31.43
Weekly	$ 981.60	$ 1,006.40	$ 1,031.60	$ 1,056.80	$ 1,084.40	$ 1,111.60	$ 1,138.40	$ 1,166.80	$ 1,196.00	$ 1,226.00	$ 1,257.20
Yearly	$ 51,043.20	$ 52,332.80	$ 53,643.20	$ 54,953.60	$ 56,388.80	$ 57,803.20	$ 59,196.80	$ 60,673.60	$ 62,192.00	$ 63,752.00	$ 65,374.40
	L	M	N	O	P						
Hourly	$ 32.21	$ 33.03	$ 33.86	$ 34.70	$ 35.58						
Weekly	$ 1,288.40	$ 1,321.20	$ 1,354.40	$ 1,388.00	$ 1,423.20						
Yearly	$ 66,996.80	$ 68,702.40	$ 70,428.80	$ 72,176.00	$ 74,006.40						

IAFF Wage Schedule

2022																	
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
12	$ 20.12	$ 20.61	$ 21.15	$ 21.67	$ 22.21	$ 22.78	$ 23.33	$ 23.92	$ 24.52	$ 25.11	$ 25.76	$ 26.41	$ 27.07	$ 27.73	$ 28.44	$ 29.15
Dispatcher	$ 804.80	$ 824.40	$ 846.00	$ 866.80	$ 888.40	$ 911.20	$ 933.20	$ 956.80	$ 980.80	$ 1,004.40	$ 1,030.40	$ 1,056.40	$ 1,082.80	$ 1,109.20	$ 1,137.60	$ 1,166.00
40 Hr.	$ 41,849.60	$ 42,868.80	$ 43,992.00	$ 45,073.60	$ 46,196.80	$ 47,382.40	$ 48,526.40	$ 49,753.60	$ 51,001.60	$ 52,228.80	$ 53,580.80	$ 54,932.80	$ 56,305.60	$ 57,678.40	$ 59,155.20	$ 60,632.00
13	$ 21.15	$ 21.67	$ 22.21	$ 22.78	$ 23.33	$ 23.92	$ 24.52	$ 25.11	$ 25.76	$ 26.41	$ 27.07	$ 27.73	$ 28.44	$ 29.15	$ 29.89	$ 30.64
Lead Dispatcher	$ 846.00	$ 866.80	$ 888.40	$ 911.20	$ 933.20	$ 956.80	$ 980.80	$ 1,004.40	$ 1,030.40	$ 1,056.40	$ 1,082.80	$ 1,109.20	$ 1,137.60	$ 1,166.00	$ 1,195.60	$ 1,225.60
40 Hr.	$ 43,992.00	$ 45,073.60	$ 46,196.80	$ 47,382.40	$ 48,526.40	$ 49,753.60	$ 51,001.60	$ 52,228.80	$ 53,580.80	$ 54,932.80	$ 56,305.60	$ 57,678.40	$ 59,155.20	$ 60,632.00	$ 62,171.20	$ 63,731.20
16	$ 24.52	$ 25.11	$ 25.76	$ 26.41	$ 27.07	$ 27.73	$ 28.44	$ 29.15	$ 29.89	$ 30.64	$ 31.40	$ 32.18	$ 32.98	$ 33.80	$ 34.65	$ 35.52
FATT	$ 980.80	$ 1,004.40	$ 1,030.40	$ 1,056.40	$ 1,082.80	$ 1,109.20	$ 1,137.60	$ 1,166.00	$ 1,195.60	$ 1,225.60	$ 1,256.00	$ 1,287.20	$ 1,319.20	$ 1,352.00	$ 1,386.00	$ 1,420.80
40 Hr.	$ 51,001.60	$ 52,228.80	$ 53,580.80	$ 54,932.80	$ 56,305.60	$ 57,678.40	$ 59,155.20	$ 60,632.00	$ 62,171.20	$ 63,731.20	$ 65,312.00	$ 66,934.40	$ 68,598.40	$ 70,304.00	$ 72,072.00	$ 73,881.60
15	$ 23.33	$ 23.92	$ 24.52	$ 25.11	$ 25.76	$ 26.41	$ 27.07	$ 27.73	$ 28.44	$ 29.15	$ 29.89	$ 30.64	$ 31.40	$ 32.18	$ 32.98	$ 33.80
FF	$ 979.86	$ 1,004.64	$ 1,029.84	$ 1,054.62	$ 1,081.92	$ 1,109.22	$ 1,136.94	$ 1,164.66	$ 1,194.48	$ 1,224.30	$ 1,255.38	$ 1,286.88	$ 1,318.80	$ 1,351.56	$ 1,385.16	$ 1,419.60
42 Hr	$ 50,952.72	$ 52,241.28	$ 53,551.68	$ 54,840.24	$ 56,259.84	$ 57,679.44	$ 59,120.88	$ 60,562.32	$ 62,112.96	$ 63,663.60	$ 65,279.76	$ 66,917.76	$ 68,577.60	$ 70,281.12	$ 72,028.32	$ 73,819.20
16	$ 24.52	$ 25.11	$ 25.76	$ 26.41	$ 27.07	$ 27.73	$ 28.44	$ 29.15	$ 29.89	$ 30.64	$ 31.40	$ 32.18	$ 32.98	$ 33.80	$ 34.65	$ 35.52
FF/A EMT	$ 1,029.84	$ 1,054.62	$ 1,081.92	$ 1,109.22	$ 1,136.94	$ 1,164.66	$ 1,194.48	$ 1,224.30	$ 1,255.38	$ 1,286.88	$ 1,318.80	$ 1,351.56	$ 1,385.16	$ 1,419.60	$ 1,455.30	$ 1,491.84
42 Hr.	$ 53,551.68	$ 54,840.24	$ 56,259.84	$ 57,679.44	$ 59,120.88	$ 60,562.32	$ 62,112.96	$ 63,663.60	$ 65,279.76	$ 66,917.76	$ 68,577.60	$ 70,281.12	$ 72,028.32	$ 73,819.20	$ 75,675.60	$ 77,575.68
17	$ 25.76	$ 26.41	$ 27.07	$ 27.73	$ 28.44	$ 29.15	$ 29.89	$ 30.64	$ 31.40	$ 32.18	$ 32.98	$ 33.80	$ 34.65	$ 35.52	$ 36.40	$ 37.32
FF/P	$ 1,081.92	$ 1,109.22	$ 1,136.94	$ 1,164.66	$ 1,194.48	$ 1,224.30	$ 1,255.38	$ 1,286.88	$ 1,318.80	$ 1,351.56	$ 1,385.16	$ 1,419.60	$ 1,455.30	$ 1,491.84	$ 1,528.80	$ 1,567.44
42 Hr.	$ 56,259.84	$ 57,679.44	$ 59,120.88	$ 60,562.32	$ 62,112.96	$ 63,663.60	$ 65,279.76	$ 66,917.76	$ 68,577.60	$ 70,281.12	$ 72,028.32	$ 73,819.20	$ 75,675.60	$ 77,575.68	$ 79,497.60	$ 81,506.88

Non-Contractual Wage Schedule

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	$ 11.50	$ 11.80	$ 12.11	$ 12.38	$ 12.71	$ 13.01	$ 13.34	$ 13.69	$ 14.04	$ 14.35	$ 14.73	$ 15.08	$ 15.46	$ 15.86	$ 16.26	$ 16.66
	$ 460.00	$ 472.00	$ 484.40	$ 495.20	$ 508.40	$ 520.40	$ 533.60	$ 547.60	$ 561.60	$ 574.00	$ 589.20	$ 603.20	$ 618.40	$ 634.40	$ 650.40	$ 666.40
	$ 23,920.00	$ 24,544.00	$ 25,188.80	$ 25,750.40	$ 26,436.80	$ 27,060.80	$ 27,747.20	$ 28,475.20	$ 29,203.20	$ 29,848.00	$ 30,638.40	$ 31,366.40	$ 32,156.80	$ 32,988.80	$ 33,820.80	$ 34,652.80
2	$ 12.11	$ 12.38	$ 12.71	$ 13.01	$ 13.34	$ 13.69	$ 14.04	$ 14.35	$ 14.73	$ 15.08	$ 15.46	$ 15.86	$ 16.26	$ 16.66	$ 17.10	$ 17.49
	$ 484.40	$ 495.20	$ 508.40	$ 520.40	$ 533.60	$ 547.60	$ 561.60	$ 574.00	$ 589.20	$ 603.20	$ 618.40	$ 634.40	$ 650.40	$ 666.40	$ 684.00	$ 699.60
	$ 25,188.80	$ 25,750.40	$ 26,436.80	$ 27,060.80	$ 27,747.20	$ 28,475.20	$ 29,203.20	$ 29,848.00	$ 30,638.40	$ 31,366.40	$ 32,156.80	$ 32,988.80	$ 33,820.80	$ 34,652.80	$ 35,568.00	$ 36,379.20
3	$ 12.71	$ 13.01	$ 13.34	$ 13.69	$ 14.04	$ 14.35	$ 14.73	$ 15.08	$ 15.46	$ 15.86	$ 16.26	$ 16.66	$ 17.10	$ 17.49	$ 17.93	$ 18.37
	$ 508.40	$ 520.40	$ 533.60	$ 547.60	$ 561.60	$ 574.00	$ 589.20	$ 603.20	$ 618.40	$ 634.40	$ 650.40	$ 666.40	$ 684.00	$ 699.60	$ 717.20	$ 734.80
	$ 26,436.80	$ 27,060.80	$ 27,747.20	$ 28,475.20	$ 29,203.20	$ 29,848.00	$ 30,638.40	$ 31,366.40	$ 32,156.80	$ 32,988.80	$ 33,820.80	$ 34,652.80	$ 35,568.00	$ 36,379.20	$ 37,294.40	$ 38,209.60
4	$ 13.34	$ 13.69	$ 14.04	$ 14.35	$ 14.73	$ 15.08	$ 15.46	$ 15.86	$ 16.26	$ 16.66	$ 17.10	$ 17.49	$ 17.93	$ 18.37	$ 18.84	$ 19.32
	$ 533.60	$ 547.60	$ 561.60	$ 574.00	$ 589.20	$ 603.20	$ 618.40	$ 634.40	$ 650.40	$ 666.40	$ 684.00	$ 699.60	$ 717.20	$ 734.80	$ 753.60	$ 772.80
	$ 27,747.20	$ 28,475.20	$ 29,203.20	$ 29,848.00	$ 30,638.40	$ 31,366.40	$ 32,156.80	$ 32,988.80	$ 33,820.80	$ 34,652.80	$ 35,568.00	$ 36,379.20	$ 37,294.40	$ 38,209.60	$ 39,187.20	$ 40,185.60
5	$ 14.04	$ 14.35	$ 14.73	$ 15.08	$ 15.46	$ 15.86	$ 16.26	$ 16.66	$ 17.10	$ 17.49	$ 17.93	$ 18.37	$ 18.84	$ 19.32	$ 19.81	$ 20.27
	$ 561.60	$ 574.00	$ 589.20	$ 603.20	$ 618.40	$ 634.40	$ 650.40	$ 666.40	$ 684.00	$ 699.60	$ 717.20	$ 734.80	$ 753.60	$ 772.80	$ 792.40	$ 810.80
	$ 29,203.20	$ 29,848.00	$ 30,638.40	$ 31,366.40	$ 32,156.80	$ 32,988.80	$ 33,820.80	$ 34,652.80	$ 35,568.00	$ 36,379.20	$ 37,294.40	$ 38,209.60	$ 39,187.20	$ 40,185.60	$ 41,204.80	$ 42,161.60
6	$ 14.73	$ 15.08	$ 15.46	$ 15.86	$ 16.26	$ 16.66	$ 17.10	$ 17.49	$ 17.93	$ 18.37	$ 18.84	$ 19.32	$ 19.81	$ 20.27	$ 20.82	$ 21.34
	$ 589.20	$ 603.20	$ 618.40	$ 634.40	$ 650.40	$ 666.40	$ 684.00	$ 699.60	$ 717.20	$ 734.80	$ 753.60	$ 772.80	$ 792.40	$ 810.80	$ 832.80	$ 853.60
	$ 30,638.40	$ 31,366.40	$ 32,156.80	$ 32,988.80	$ 33,820.80	$ 34,652.80	$ 35,568.00	$ 36,379.20	$ 37,294.40	$ 38,209.60	$ 39,187.20	$ 40,185.60	$ 41,204.80	$ 42,161.60	$ 43,305.60	$ 44,387.20
7	$ 15.46	$ 15.86	$ 16.26	$ 16.66	$ 17.10	$ 17.49	$ 17.93	$ 18.37	$ 18.84	$ 19.32	$ 19.81	$ 20.27	$ 20.82	$ 21.34	$ 21.88	$ 22.41
	$ 618.40	$ 634.40	$ 650.40	$ 666.40	$ 684.00	$ 699.60	$ 717.20	$ 734.80	$ 753.60	$ 772.80	$ 792.40	$ 810.80	$ 832.80	$ 853.60	$ 875.20	$ 896.40
	$ 32,156.80	$ 32,988.80	$ 33,820.80	$ 34,652.80	$ 35,568.00	$ 36,379.20	$ 37,294.40	$ 38,209.60	$ 39,187.20	$ 40,185.60	$ 41,204.80	$ 42,161.60	$ 43,305.60	$ 44,387.20	$ 45,510.40	$ 46,612.80
8	$ 16.26	$ 16.66	$ 17.10	$ 17.49	$ 17.93	$ 18.37	$ 18.84	$ 19.32	$ 19.81	$ 20.27	$ 20.82	$ 21.34	$ 21.88	$ 22.41	$ 22.96	$ 23.53
	$ 650.40	$ 666.40	$ 684.00	$ 699.60	$ 717.20	$ 734.80	$ 753.60	$ 772.80	$ 792.40	$ 810.80	$ 832.80	$ 853.60	$ 875.20	$ 896.40	$ 918.40	$ 941.20
	$ 33,820.80	$ 34,652.80	$ 35,568.00	$ 36,379.20	$ 37,294.40	$ 38,209.60	$ 39,187.20	$ 40,185.60	$ 41,204.80	$ 42,161.60	$ 43,305.60	$ 44,387.20	$ 45,510.40	$ 46,612.80	$ 47,756.80	$ 48,942.40
9	$ 17.10	$ 17.49	$ 17.93	$ 18.37	$ 18.84	$ 19.32	$ 19.81	$ 20.27	$ 20.82	$ 21.34	$ 21.88	$ 22.41	$ 22.96	$ 23.53	$ 24.13	$ 24.73
	$ 684.00	$ 699.60	$ 717.20	$ 734.80	$ 753.60	$ 772.80	$ 792.40	$ 810.80	$ 832.80	$ 853.60	$ 875.20	$ 896.40	$ 918.40	$ 941.20	$ 965.20	$ 989.20
	$ 35,568.00	$ 36,379.20	$ 37,294.40	$ 38,209.60	$ 39,187.20	$ 40,185.60	$ 41,204.80	$ 42,161.60	$ 43,305.60	$ 44,387.20	$ 45,510.40	$ 46,612.80	$ 47,756.80	$ 48,942.40	$ 50,190.40	$ 51,438.40
10	$ 17.93	$ 18.37	$ 18.84	$ 19.32	$ 19.81	$ 20.27	$ 20.82	$ 21.34	$ 21.88	$ 22.41	$ 22.96	$ 23.53	$ 24.13	$ 24.73	$ 25.34	$ 25.99
	$ 717.20	$ 734.80	$ 753.60	$ 772.80	$ 792.40	$ 810.80	$ 832.80	$ 853.60	$ 875.20	$ 896.40	$ 918.40	$ 941.20	$ 965.20	$ 989.20	$ 1,013.60	$ 1,039.60
	$ 37,294.40	$ 38,209.60	$ 39,187.20	$ 40,185.60	$ 41,204.80	$ 42,161.60	$ 43,305.60	$ 44,387.20	$ 45,510.40	$ 46,612.80	$ 47,756.80	$ 48,942.40	$ 50,190.40	$ 51,438.40	$ 52,707.20	$ 54,059.20
11	$ 18.84	$ 19.32	$ 19.81	$ 20.27	$ 20.82	$ 21.34	$ 21.88	$ 22.41	$ 22.96	$ 23.53	$ 24.13	$ 24.73	$ 25.34	$ 25.99	$ 26.61	$ 27.29
	$ 753.60	$ 772.80	$ 792.40	$ 810.80	$ 832.80	$ 853.60	$ 875.20	$ 896.40	$ 918.40	$ 941.20	$ 965.20	$ 989.20	$ 1,013.60	$ 1,039.60	$ 1,064.40	$ 1,091.60
	$ 39,187.20	$ 40,185.60	$ 41,204.80	$ 42,161.60	$ 43,305.60	$ 44,387.20	$ 45,510.40	$ 46,612.80	$ 47,756.80	$ 48,942.40	$ 50,190.40	$ 51,438.40	$ 52,707.20	$ 54,059.20	$ 55,348.80	$ 56,763.20
12	$ 19.81	$ 20.27	$ 20.82	$ 21.34	$ 21.88	$ 22.41	$ 22.96	$ 23.53	$ 24.13	$ 24.73	$ 25.34	$ 25.99	$ 26.61	$ 27.29	$ 27.98	$ 28.67
	$ 792.40	$ 810.80	$ 832.80	$ 853.60	$ 875.20	$ 896.40	$ 918.40	$ 941.20	$ 965.20	$ 989.20	$ 1,013.60	$ 1,039.60	$ 1,064.40	$ 1,091.60	$ 1,119.20	$ 1,146.80
	$ 41,204.80	$ 42,161.60	$ 43,305.60	$ 44,387.20	$ 45,510.40	$ 46,612.80	$ 47,756.80	$ 48,942.40	$ 50,190.40	$ 51,438.40	$ 52,707.20	$ 54,059.20	$ 55,348.80	$ 56,763.20	$ 58,198.40	$ 59,633.60
13	$ 20.82	$ 21.34	$ 21.88	$ 22.41	$ 22.96	$ 23.53	$ 24.13	$ 24.73	$ 25.34	$ 25.99	$ 26.61	$ 27.29	$ 27.98	$ 28.67	$ 29.42	$ 30.15
	$ 832.80	$ 853.60	$ 875.20	$ 896.40	$ 918.40	$ 941.20	$ 965.20	$ 989.20	$ 1,013.60	$ 1,039.60	$ 1,064.40	$ 1,091.60	$ 1,119.20	$ 1,146.80	$ 1,176.80	$ 1,206.00
	$ 43,305.60	$ 44,387.20	$ 45,510.40	$ 46,612.80	$ 47,756.80	$ 48,942.40	$ 50,190.40	$ 51,438.40	$ 52,707.20	$ 54,059.20	$ 55,348.80	$ 56,763.20	$ 58,198.40	$ 59,633.60	$ 61,193.60	$ 62,712.00
14	$ 21.88	$ 22.41	$ 22.96	$ 23.53	$ 24.13	$ 24.73	$ 25.34	$ 25.99	$ 26.61	$ 27.29	$ 27.98	$ 28.67	$ 29.42	$ 30.15	$ 30.87	$ 31.64
	$ 875.20	$ 896.40	$ 918.40	$ 941.20	$ 965.20	$ 989.20	$ 1,013.60	$ 1,039.60	$ 1,064.40	$ 1,091.60	$ 1,119.20	$ 1,146.80	$ 1,176.80	$ 1,206.00	$ 1,234.80	$ 1,265.60
	$ 45,510.40	$ 46,612.80	$ 47,756.80	$ 48,942.40	$ 50,190.40	$ 51,438.40	$ 52,707.20	$ 54,059.20	$ 55,348.80	$ 56,763.20	$ 58,198.40	$ 59,633.60	$ 61,193.60	$ 62,712.00	$ 64,209.60	$ 65,811.20

Non-Contractual Wage Schedule

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	$ 22.96	$ 23.53	$ 24.13	$ 24.73	$ 25.34	$ 25.99	$ 26.61	$ 27.29	$ 27.98	$ 28.67	$ 29.42	$ 30.15	$ 30.87	$ 31.64	$ 32.43	$ 33.25
	$ 918.40	$ 941.20	$ 965.20	$ 989.20	$ 1,013.60	$ 1,039.60	$ 1,064.40	$ 1,091.60	$ 1,119.20	$ 1,146.80	$ 1,176.80	$ 1,206.00	$ 1,234.80	$ 1,265.60	$ 1,297.20	$ 1,330.00
	$ 47,756.80	$ 48,942.40	$ 50,190.40	$ 51,438.40	$ 52,707.20	$ 54,059.20	$ 55,348.80	$ 56,763.20	$ 58,198.40	$ 59,633.60	$ 61,193.60	$ 62,712.00	$ 64,209.60	$ 65,811.20	$ 67,454.40	$ 69,160.00
16	$ 24.13	$ 24.73	$ 25.34	$ 25.99	$ 26.61	$ 27.29	$ 27.98	$ 28.67	$ 29.42	$ 30.15	$ 30.87	$ 31.64	$ 32.43	$ 33.25	$ 34.09	$ 34.95
	$ 965.20	$ 989.20	$ 1,013.60	$ 1,039.60	$ 1,064.40	$ 1,091.60	$ 1,119.20	$ 1,146.80	$ 1,176.80	$ 1,206.00	$ 1,234.80	$ 1,265.60	$ 1,297.20	$ 1,330.00	$ 1,363.60	$ 1,398.00
	$ 50,190.40	$ 51,438.40	$ 52,707.20	$ 54,059.20	$ 55,348.80	$ 56,763.20	$ 58,198.40	$ 59,633.60	$ 61,193.60	$ 62,712.00	$ 64,209.60	$ 65,811.20	$ 67,454.40	$ 69,160.00	$ 70,907.20	$ 72,696.00
17	$ 25.34	$ 25.99	$ 26.61	$ 27.29	$ 27.98	$ 28.67	$ 29.42	$ 30.15	$ 30.87	$ 31.64	$ 32.43	$ 33.25	$ 34.09	$ 34.95	$ 35.83	$ 36.73
	$ 1,013.60	$ 1,039.60	$ 1,064.40	$ 1,091.60	$ 1,119.20	$ 1,146.80	$ 1,176.80	$ 1,206.00	$ 1,234.80	$ 1,265.60	$ 1,297.20	$ 1,330.00	$ 1,363.60	$ 1,398.00	$ 1,433.20	$ 1,469.20
	$ 52,707.20	$ 54,059.20	$ 55,348.80	$ 56,763.20	$ 58,198.40	$ 59,633.60	$ 61,193.60	$ 62,712.00	$ 64,209.60	$ 65,811.20	$ 67,454.40	$ 69,160.00	$ 70,907.20	$ 72,696.00	$ 74,526.40	$ 76,398.40
18	$ 26.61	$ 27.29	$ 27.98	$ 28.67	$ 29.42	$ 30.15	$ 30.87	$ 31.64	$ 32.43	$ 33.25	$ 34.09	$ 34.95	$ 35.83	$ 36.73	$ 37.64	$ 38.60
	$ 1,064.40	$ 1,091.60	$ 1,119.20	$ 1,146.80	$ 1,176.80	$ 1,206.00	$ 1,234.80	$ 1,265.60	$ 1,297.20	$ 1,330.00	$ 1,363.60	$ 1,398.00	$ 1,433.20	$ 1,469.20	$ 1,505.60	$ 1,544.00
	$ 55,348.80	$ 56,763.20	$ 58,198.40	$ 59,633.60	$ 61,193.60	$ 62,712.00	$ 64,209.60	$ 65,811.20	$ 67,454.40	$ 69,160.00	$ 70,907.20	$ 72,696.00	$ 74,526.40	$ 76,398.40	$ 78,291.20	$ 80,288.00
19	$ 27.98	$ 28.67	$ 29.42	$ 30.15	$ 30.87	$ 31.64	$ 32.43	$ 33.25	$ 34.09	$ 34.95	$ 35.83	$ 36.73	$ 37.64	$ 38.60	$ 39.55	$ 40.53
	$ 1,119.20	$ 1,146.80	$ 1,176.80	$ 1,206.00	$ 1,234.80	$ 1,265.60	$ 1,297.20	$ 1,330.00	$ 1,363.60	$ 1,398.00	$ 1,433.20	$ 1,469.20	$ 1,505.60	$ 1,544.00	$ 1,582.00	$ 1,621.20
	$ 58,198.40	$ 59,633.60	$ 61,193.60	$ 62,712.00	$ 64,209.60	$ 65,811.20	$ 67,454.40	$ 69,160.00	$ 70,907.20	$ 72,696.00	$ 74,526.40	$ 76,398.40	$ 78,291.20	$ 80,288.00	$ 82,264.00	$ 84,302.40
20	$ 29.42	$ 30.15	$ 30.87	$ 31.64	$ 32.43	$ 33.25	$ 34.09	$ 34.95	$ 35.83	$ 36.73	$ 37.64	$ 38.60	$ 39.55	$ 40.53	$ 41.53	$ 42.59
	$ 1,176.80	$ 1,206.00	$ 1,234.80	$ 1,265.60	$ 1,297.20	$ 1,330.00	$ 1,363.60	$ 1,398.00	$ 1,433.20	$ 1,469.20	$ 1,505.60	$ 1,544.00	$ 1,582.00	$ 1,621.20	$ 1,661.20	$ 1,703.60
	$ 61,193.60	$ 62,712.00	$ 64,209.60	$ 65,811.20	$ 67,454.40	$ 69,160.00	$ 70,907.20	$ 72,696.00	$ 74,526.40	$ 76,398.40	$ 78,291.20	$ 80,288.00	$ 82,264.00	$ 84,302.40	$ 86,382.40	$ 88,587.20
21	$ 32.43	$ 33.25	$ 34.09	$ 34.95	$ 35.83	$ 36.73	$ 37.64	$ 38.60	$ 39.55	$ 40.53	$ 41.53	$ 42.59	$ 43.65	$ 44.72	$ 45.85	$ 47.00
	$ 1,297.20	$ 1,330.00	$ 1,363.60	$ 1,398.00	$ 1,433.20	$ 1,469.20	$ 1,505.60	$ 1,544.00	$ 1,582.00	$ 1,621.20	$ 1,661.20	$ 1,703.60	$ 1,746.00	$ 1,788.80	$ 1,834.00	$ 1,880.00
	$ 67,454.40	$ 69,160.00	$ 70,907.20	$ 72,696.00	$ 74,526.40	$ 76,398.40	$ 78,291.20	$ 80,288.00	$ 82,264.00	$ 84,302.40	$ 86,382.40	$ 88,587.20	$ 90,792.00	$ 93,017.60	$ 95,368.00	$ 97,760.00
22	$ 35.83	$ 36.73	$ 37.64	$ 38.60	$ 39.55	$ 40.53	$ 41.53	$ 42.59	$ 43.65	$ 44.72	$ 45.85	$ 47.00	$ 48.19	$ 49.38	$ 50.61	$ 51.88
	$ 1,433.20	$ 1,469.20	$ 1,505.60	$ 1,544.00	$ 1,582.00	$ 1,621.20	$ 1,661.20	$ 1,703.60	$ 1,746.00	$ 1,788.80	$ 1,834.00	$ 1,880.00	$ 1,927.60	$ 1,975.20	$ 2,024.40	$ 2,075.20
	$ 74,526.40	$ 76,398.40	$ 78,291.20	$ 80,288.00	$ 82,264.00	$ 84,302.40	$ 86,382.40	$ 88,587.20	$ 90,792.00	$ 93,017.60	$ 95,368.00	$ 97,760.00	$ 100,235.20	$ 102,710.40	$ 105,268.80	$ 107,910.40
23	$ 39.55	$ 40.53	$ 41.53	$ 42.59	$ 43.65	$ 44.72	$ 45.85	$ 47.00	$ 48.19	$ 49.38	$ 50.61	$ 51.88	$ 53.19	$ 54.51	$ 55.89	$ 57.27
	$ 1,582.00	$ 1,621.20	$ 1,661.20	$ 1,703.60	$ 1,746.00	$ 1,788.80	$ 1,834.00	$ 1,880.00	$ 1,927.60	$ 1,975.20	$ 2,024.40	$ 2,075.20	$ 2,127.60	$ 2,180.40	$ 2,235.60	$ 2,290.80
	$ 82,264.00	$ 84,302.40	$ 86,382.40	$ 88,587.20	$ 90,792.00	$ 93,017.60	$ 95,368.00	$ 97,760.00	$ 100,235.20	$ 102,710.40	$ 105,268.80	$ 107,910.40	$ 110,635.20	$ 113,380.80	$ 116,251.20	$ 119,121.60
24	$ 43.65	$ 44.72	$ 45.85	$ 47.00	$ 48.19	$ 49.38	$ 50.61	$ 51.88	$ 53.19	$ 54.51	$ 55.89	$ 57.27	$ 58.69	$ 60.15	$ 61.66	$ -
	$ 1,746.00	$ 1,788.80	$ 1,834.00	$ 1,880.00	$ 1,927.60	$ 1,975.20	$ 2,024.40	$ 2,075.20	$ 2,127.60	$ 2,180.40	$ 2,235.60	$ 2,290.80	$ 2,347.60	$ 2,406.00	$ 2,466.40	
	$ 90,792.00	$ 93,017.60	$ 95,368.00	$ 97,760.00	$ 100,235.20	$ 102,710.40	$ 105,268.80	$ 107,910.40	$ 110,635.20	$ 113,380.80	$ 116,251.20	$ 119,121.60	$ 122,075.20	$ 125,112.00	$ 128,252.80	
25	$ 48.19	$ 49.38	$ 50.61	$ 51.88	$ 53.19	$ 54.51	$ 55.89	$ 57.27	$ 58.69	$ 60.15	$ 61.66	$ 63.20	$ 64.79	$ 66.41	$ -	$ -
	$ 1,927.60	$ 1,975.20	$ 2,024.40	$ 2,075.20	$ 2,127.60	$ 2,180.40	$ 2,235.60	$ 2,290.80	$ 2,347.60	$ 2,406.00	$ 2,466.40	$ 2,528.00	$ 2,591.60	$ 2,656.40		
	$ 100,235.20	$ 102,710.40	$ 105,268.80	$ 107,910.40	$ 110,635.20	$ 113,380.80	$ 116,251.20	$ 119,121.60	$ 122,075.20	$ 125,112.00	$ 128,252.80	$ 131,456.00	$ 134,763.20	$ 138,132.80		
26	$ 53.19	$ 54.51	$ 55.89	$ 57.27	$ 58.69	$ 60.15	$ 61.66	$ 63.20	$ 64.79	$ 66.41	$ 68.06	$ 69.78	$ 71.51	$ -	$ -	$ -
	$ 2,127.60	$ 2,180.40	$ 2,235.60	$ 2,290.80	$ 2,347.60	$ 2,406.00	$ 2,466.40	$ 2,528.00	$ 2,591.60	$ 2,656.40	$ 2,722.40	$ 2,791.20	$ 2,860.40			
	$ 110,635.20	$ 113,380.80	$ 116,251.20	$ 119,121.60	$ 122,075.20	$ 125,112.00	$ 128,252.80	$ 131,456.00	$ 134,763.20	$ 138,132.80	$ 141,564.80	$ 145,142.40	$ 148,740.80			
27	$ 58.69	$ 60.15	$ 61.66	$ 63.20	$ 64.79	$ 66.41	$ 68.06	$ 69.78	$ 71.51	$ 73.29	$ 75.13	$ 77.02	$ -	$ -	$ -	$ -
	$ 2,347.60	$ 2,406.00	$ 2,466.40	$ 2,528.00	$ 2,591.60	$ 2,656.40	$ 2,722.40	$ 2,791.20	$ 2,860.40	$ 2,931.60	$ 3,005.20	$ 3,080.80				
	$ 122,075.20	$ 125,112.00	$ 128,252.80	$ 131,456.00	$ 134,763.20	$ 138,132.80	$ 141,564.80	$ 145,142.40	$ 148,740.80	$ 152,443.20	$ 156,270.40	$ 160,201.60				

UAW Wage Schedule

37.5 Hours							UAW Wage Schedule - 2022						Effective 2/6/22 - 2.75% COLA			
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	$11.49	$11.76	$12.06	$12.35	$12.68	$12.97	$13.30	$13.65	$13.98	$14.31	$14.70	$15.05	$15.43	$15.80	$16.18	$16.62
	$430.88	$441.00	$452.25	$463.13	$475.50	$486.38	$498.75	$511.88	$524.25	$536.63	$551.25	$564.38	$578.63	$592.50	$606.75	$623.25
	$22,405.76	$22,932.00	$23,517.00	$24,082.76	$24,726.00	$25,291.76	$25,935.00	$26,617.76	$27,261.00	$27,904.76	$28,665.00	$29,347.76	$30,088.76	$30,810.00	$31,551.00	$32,409.00
2	$12.06	$12.35	$12.68	$12.97	$13.30	$13.65	$13.98	$14.31	$14.70	$15.05	$15.43	$15.80	$16.18	$16.62	$17.05	$17.46
	$452.25	$463.13	$475.50	$486.38	$498.75	$511.88	$524.25	$536.63	$551.25	$564.38	$578.63	$592.50	$606.75	$623.25	$639.38	$654.75
	$23,517.00	$24,082.76	$24,726.00	$25,291.76	$25,935.00	$26,617.76	$27,261.00	$27,904.76	$28,665.00	$29,347.76	$30,088.76	$30,810.00	$31,551.00	$32,409.00	$33,247.76	$34,047.00
3	$12.68	$12.97	$13.30	$13.65	$13.98	$14.31	$14.70	$15.05	$15.43	$15.80	$16.18	$16.62	$17.05	$17.46	$17.91	$18.33
	$475.50	$486.38	$498.75	$511.88	$524.25	$536.63	$551.25	$564.38	$578.63	$592.50	$606.75	$623.25	$639.38	$654.75	$671.63	$687.38
	$24,726.00	$25,291.76	$25,935.00	$26,617.76	$27,261.00	$27,904.76	$28,665.00	$29,347.76	$30,088.76	$30,810.00	$31,551.00	$32,409.00	$33,247.76	$34,047.00	$34,924.76	$35,743.76
4	$13.30	$13.65	$13.98	$14.31	$14.70	$15.05	$15.43	$15.80	$16.18	$16.62	$17.05	$17.46	$17.91	$18.33	$18.80	$19.29
	$498.75	$511.88	$524.25	$536.63	$551.25	$564.38	$578.63	$592.50	$606.75	$623.25	$639.38	$654.75	$671.63	$687.38	$705.00	$723.38
	$25,935.00	$26,617.76	$27,261.00	$27,904.76	$28,665.00	$29,347.76	$30,088.76	$30,810.00	$31,551.00	$32,409.00	$33,247.76	$34,047.00	$34,924.76	$35,743.76	$36,660.00	$37,615.76
5	$13.98	$14.31	$14.70	$15.05	$15.43	$15.80	$16.18	$16.62	$17.05	$17.46	$17.91	$18.33	$18.80	$19.29	$19.78	$20.24
	$524.25	$536.63	$551.25	$564.38	$578.63	$592.50	$606.75	$623.25	$639.38	$654.75	$671.63	$687.38	$705.00	$723.38	$741.75	$759.00
	$27,261.00	$27,904.76	$28,665.00	$29,347.76	$30,088.76	$30,810.00	$31,551.00	$32,409.00	$33,247.76	$34,047.00	$34,924.76	$35,743.76	$36,660.00	$37,615.76	$38,571.00	$39,468.00
6	$14.70	$15.05	$15.43	$15.80	$16.18	$16.62	$17.05	$17.46	$17.91	$18.33	$18.80	$19.29	$19.78	$20.24	$20.75	$21.25
	$551.25	$564.38	$578.63	$592.50	$606.75	$623.25	$639.38	$654.75	$671.63	$687.38	$705.00	$723.38	$741.75	$759.00	$778.13	$796.88
	$28,665.00	$29,347.76	$30,088.76	$30,810.00	$31,551.00	$32,409.00	$33,247.76	$34,047.00	$34,924.76	$35,743.76	$36,660.00	$37,615.76	$38,571.00	$39,468.00	$40,462.76	$41,437.76
7	$15.43	$15.80	$16.18	$16.62	$17.05	$17.46	$17.91	$18.33	$18.80	$19.29	$19.78	$20.24	$20.75	$21.25	$21.80	$22.35
	$578.63	$592.50	$606.75	$623.25	$639.38	$654.75	$671.63	$687.38	$705.00	$723.38	$741.75	$759.00	$778.13	$796.88	$817.50	$838.13
	$30,088.76	$30,810.00	$31,551.00	$32,409.00	$33,247.76	$34,047.00	$34,924.76	$35,743.76	$36,660.00	$37,615.76	$38,571.00	$39,468.00	$40,462.76	$41,437.76	$42,510.00	$43,582.76
8	$16.18	$16.62	$17.05	$17.46	$17.91	$18.33	$18.80	$19.29	$19.78	$20.24	$20.75	$21.25	$21.80	$22.35	$22.89	$23.45
	$606.75	$623.25	$639.38	$654.75	$671.63	$687.38	$705.00	$723.38	$741.75	$759.00	$778.13	$796.88	$817.50	$838.13	$858.38	$879.38
	$31,551.00	$32,409.00	$33,247.76	$34,047.00	$34,924.76	$35,743.76	$36,660.00	$37,615.76	$38,571.00	$39,468.00	$40,462.76	$41,437.76	$42,510.00	$43,582.76	$44,635.76	$45,727.76
9	$17.05	$17.46	$17.91	$18.33	$18.80	$19.29	$19.78	$20.24	$20.75	$21.25	$21.80	$22.35	$22.89	$23.45	$24.08	$24.68
	$639.38	$654.75	$671.63	$687.38	$705.00	$723.38	$741.75	$759.00	$778.13	$796.88	$817.50	$838.13	$858.38	$879.38	$903.00	$925.50
	$33,247.76	$34,047.00	$34,924.76	$35,743.76	$36,660.00	$37,615.76	$38,571.00	$39,468.00	$40,462.76	$41,437.76	$42,510.00	$43,582.76	$44,635.76	$45,727.76	$46,956.00	$48,126.00
10	$17.91	$18.33	$18.80	$19.29	$19.78	$20.24	$20.75	$21.25	$21.80	$22.35	$22.89	$23.45	$24.08	$24.68	$25.28	$25.89
	$671.63	$687.38	$705.00	$723.38	$741.75	$759.00	$778.13	$796.88	$817.50	$838.13	$858.38	$879.38	$903.00	$925.50	$948.00	$970.88
	$34,924.76	$35,743.76	$36,660.00	$37,615.76	$38,571.00	$39,468.00	$40,462.76	$41,437.76	$42,510.00	$43,582.76	$44,635.76	$45,727.76	$46,956.00	$48,126.00	$49,296.00	$50,485.76
11	$18.80	$19.29	$19.78	$20.24	$20.75	$21.25	$21.80	$22.35	$22.89	$23.45	$24.08	$24.68	$25.28	$25.89	$26.58	$27.23
	$705.00	$723.38	$741.75	$759.00	$778.13	$796.88	$817.50	$838.13	$858.38	$879.38	$903.00	$925.50	$948.00	$970.88	$996.75	$1,021.13
	$36,660.00	$37,615.76	$38,571.00	$39,468.00	$40,462.76	$41,437.76	$42,510.00	$43,582.76	$44,635.76	$45,727.76	$46,956.00	$48,126.00	$49,296.00	$50,485.76	$51,831.00	$53,098.76
12	$19.78	$20.24	$20.75	$21.25	$21.80	$22.35	$22.89	$23.45	$24.08	$24.68	$25.28	$25.89	$26.58	$27.23	$27.91	$28.59
	$741.75	$759.00	$778.13	$796.88	$817.50	$838.13	$858.38	$879.38	$903.00	$925.50	$948.00	$970.88	$996.75	$1,021.13	$1,046.63	$1,072.13
	$38,571.00	$39,468.00	$40,462.76	$41,437.76	$42,510.00	$43,582.76	$44,635.76	$45,727.76	$46,956.00	$48,126.00	$49,296.00	$50,485.76	$51,831.00	$53,098.76	$54,424.76	$55,750.76
13	$20.75	$21.25	$21.80	$22.35	$22.89	$23.45	$24.08	$24.68	$25.28	$25.89	$26.58	$27.23	$27.91	$28.59	$29.34	$30.05
	$778.13	$796.88	$817.50	$838.13	$858.38	$879.38	$903.00	$925.50	$948.00	$970.88	$996.75	$1,021.13	$1,046.63	$1,072.13	$1,100.25	$1,126.88
	$40,462.76	$41,437.76	$42,510.00	$43,582.76	$44,635.76	$45,727.76	$46,956.00	$48,126.00	$49,296.00	$50,485.76	$51,831.00	$53,098.76	$54,424.76	$55,750.76	$57,213.00	$58,597.76
14	$21.80	$22.35	$22.89	$23.45	$24.08	$24.68	$25.28	$25.89	$26.58	$27.23	$27.91	$28.59	$29.34	$30.05	$30.79	$31.58
	$817.50	$838.13	$858.38	$879.38	$903.00	$925.50	$948.00	$970.88	$996.75	$1,021.13	$1,046.63	$1,072.13	$1,100.25	$1,126.88	$1,154.63	$1,184.25
	$42,510.00	$43,582.76	$44,635.76	$45,727.76	$46,956.00	$48,126.00	$49,296.00	$50,485.76	$51,831.00	$53,098.76	$54,424.76	$55,750.76	$57,213.00	$58,597.76	$60,040.76	$61,581.00

UAW Wage Schedule

37.5 Hours							UAW Wage Schedule - 2022						Effective 2/6/22 - 2.75% COLA			
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	$22.89	$23.45	$24.08	$24.68	$25.28	$25.89	$26.58	$27.23	$27.91	$28.59	$29.34	$30.05	$30.79	$31.58	$32.36	$33.16
	$858.38	$879.38	$903.00	$925.50	$948.00	$970.88	$996.75	$1,021.13	$1,046.63	$1,072.13	$1,100.25	$1,126.88	$1,154.63	$1,184.25	$1,213.50	$1,243.50
	$44,635.76	$45,727.76	$46,956.00	$48,126.00	$49,296.00	$50,485.76	$51,831.00	$53,098.76	$54,424.76	$55,750.76	$57,213.00	$58,597.76	$60,040.76	$61,581.00	$63,102.00	$64,662.00
16	$24.08	$24.68	$25.28	$25.89	$26.58	$27.23	$27.91	$28.59	$29.34	$30.05	$30.79	$31.58	$32.36	$33.16	$34.01	$34.86
	$903.00	$925.50	$948.00	$970.88	$996.75	$1,021.13	$1,046.63	$1,072.13	$1,100.25	$1,126.88	$1,154.63	$1,184.25	$1,213.50	$1,243.50	$1,275.38	$1,307.25
	$46,956.00	$48,126.00	$49,296.00	$50,485.76	$51,831.00	$53,098.76	$54,424.76	$55,750.76	$57,213.00	$58,597.76	$60,040.76	$61,581.00	$63,102.00	$64,662.00	$66,319.76	$67,977.00
17	$25.28	$25.89	$26.58	$27.23	$27.91	$28.59	$29.34	$30.05	$30.79	$31.58	$32.36	$33.16	$34.01	$34.86	$35.72	$36.62
	$948.00	$970.88	$996.75	$1,021.13	$1,046.63	$1,072.13	$1,100.25	$1,126.88	$1,154.63	$1,184.25	$1,213.50	$1,243.50	$1,275.38	$1,307.25	$1,339.50	$1,373.25
	$49,296.00	$50,485.76	$51,831.00	$53,098.76	$54,424.76	$55,750.76	$57,213.00	$58,597.76	$60,040.76	$61,581.00	$63,102.00	$64,662.00	$66,319.76	$67,977.00	$69,654.00	$71,409.00
18	$26.58	$27.23	$27.91	$28.59	$29.34	$30.05	$30.79	$31.58	$32.36	$33.16	$34.01	$34.86	$35.72	$36.62	$37.53	$38.47
	$996.75	$1,021.13	$1,046.63	$1,072.13	$1,100.25	$1,126.88	$1,154.63	$1,184.25	$1,213.50	$1,243.50	$1,275.38	$1,307.25	$1,339.50	$1,373.25	$1,407.38	$1,442.63
	$51,831.00	$53,098.76	$54,424.76	$55,750.76	$57,213.00	$58,597.76	$60,040.76	$61,581.00	$63,102.00	$64,662.00	$66,319.76	$67,977.00	$69,654.00	$71,409.00	$73,183.76	$75,016.76
19	$27.91	$28.59	$29.34	$30.05	$30.79	$31.58	$32.36	$33.16	$34.01	$34.86	$35.72	$36.62	$37.53	$38.47	$39.45	$40.40
	$1,046.63	$1,072.13	$1,100.25	$1,126.88	$1,154.63	$1,184.25	$1,213.50	$1,243.50	$1,275.38	$1,307.25	$1,339.50	$1,373.25	$1,407.38	$1,442.63	$1,479.38	$1,515.00
	$54,424.76	$55,750.76	$57,213.00	$58,597.76	$60,040.76	$61,581.00	$63,102.00	$64,662.00	$66,319.76	$67,977.00	$69,654.00	$71,409.00	$73,183.76	$75,016.76	$76,927.76	$78,780.00

UAW Wage Schedule

40 Hours							UAW Wage Schedule - 2022						Effective 2/6/22 - 2.75% COLA			
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	$11.49	$11.76	$12.06	$12.35	$12.68	$12.97	$13.30	$13.65	$13.98	$14.31	$14.70	$15.05	$15.43	$15.80	$16.18	$16.62
	$459.50	$470.60	$482.51	$494.02	$507.17	$518.68	$531.83	$545.81	$559.37	$572.52	$588.14	$602.12	$617.32	$632.12	$647.33	$665.00
	$23,893.90	$24,470.94	$25,090.73	$25,689.14	$26,373.05	$26,971.46	$27,655.37	$28,382.02	$29,087.29	$29,771.20	$30,583.33	$31,309.98	$32,100.74	$32,870.14	$33,660.90	$34,579.90
2	$12.06	$12.35	$12.68	$12.97	$13.30	$13.65	$13.98	$14.31	$14.70	$15.05	$15.43	$15.80	$16.18	$16.62	$17.05	$17.46
	$482.51	$494.02	$507.17	$518.68	$531.83	$545.81	$559.37	$572.52	$588.14	$602.12	$617.32	$632.12	$647.33	$665.00	$681.85	$698.29
	$25,090.73	$25,689.14	$26,373.05	$26,971.46	$27,655.37	$28,382.02	$29,087.29	$29,771.20	$30,583.33	$31,309.98	$32,100.74	$32,870.14	$33,660.90	$34,579.90	$35,456.15	$36,311.03
3	$12.68	$12.97	$13.30	$13.65	$13.98	$14.31	$14.70	$15.05	$15.43	$15.80	$16.18	$16.62	$17.05	$17.46	$17.91	$18.33
	$507.17	$518.68	$531.83	$545.81	$559.37	$572.52	$588.14	$602.12	$617.32	$632.12	$647.33	$665.00	$681.85	$698.29	$716.37	$733.22
	$26,373.05	$26,971.46	$27,655.37	$28,382.02	$29,087.29	$29,771.20	$30,583.33	$31,309.98	$32,100.74	$32,870.14	$33,660.90	$34,579.90	$35,456.15	$36,311.03	$37,251.40	$38,127.65
4	$13.30	$13.65	$13.98	$14.31	$14.70	$15.05	$15.43	$15.80	$16.18	$16.62	$17.05	$17.46	$17.91	$18.33	$18.80	$19.29
	$531.83	$545.81	$559.37	$572.52	$588.14	$602.12	$617.32	$632.12	$647.33	$665.00	$681.85	$698.29	$716.37	$733.22	$752.13	$771.45
	$27,655.37	$28,382.02	$29,087.29	$29,771.20	$30,583.33	$31,309.98	$32,100.74	$32,870.14	$33,660.90	$34,579.90	$35,456.15	$36,311.03	$37,251.40	$38,127.65	$39,110.76	$40,115.24
5	$13.98	$14.31	$14.70	$15.05	$15.43	$15.80	$16.18	$16.62	$17.05	$17.46	$17.91	$18.33	$18.80	$19.29	$19.78	$20.24
	$559.37	$572.52	$588.14	$602.12	$617.32	$632.12	$647.33	$665.00	$681.85	$698.29	$716.37	$733.22	$752.13	$771.45	$791.18	$809.67
	$29,087.29	$29,771.20	$30,583.33	$31,309.98	$32,100.74	$32,870.14	$33,660.90	$34,579.90	$35,456.15	$36,311.03	$37,251.40	$38,127.65	$39,110.76	$40,115.24	$41,141.10	$42,102.84
6	$14.70	$15.05	$15.43	$15.80	$16.18	$16.62	$17.05	$17.46	$17.91	$18.33	$18.80	$19.29	$19.78	$20.24	$20.75	$21.25
	$588.14	$602.12	$617.32	$632.12	$647.33	$665.00	$681.85	$698.29	$716.37	$733.22	$752.13	$771.45	$791.18	$809.67	$829.81	$849.95
	$30,583.33	$31,309.98	$32,100.74	$32,870.14	$33,660.90	$34,579.90	$35,456.15	$36,311.03	$37,251.40	$38,127.65	$39,110.76	$40,115.24	$41,141.10	$42,102.84	$43,150.07	$44,197.30
7	$15.43	$15.80	$16.18	$16.62	$17.05	$17.46	$17.91	$18.33	$18.80	$19.29	$19.78	$20.24	$20.75	$21.25	$21.80	$22.35
	$617.32	$632.12	$647.33	$665.00	$681.85	$698.29	$716.37	$733.22	$752.13	$771.45	$791.18	$809.67	$829.81	$849.95	$872.14	$893.93
	$32,100.74	$32,870.14	$33,660.90	$34,579.90	$35,456.15	$36,311.03	$37,251.40	$38,127.65	$39,110.76	$40,115.24	$41,141.10	$42,102.84	$43,150.07	$44,197.30	$45,351.38	$46,484.10
8	$16.18	$16.62	$17.05	$17.46	$17.91	$18.33	$18.80	$19.29	$19.78	$20.24	$20.75	$21.25	$21.80	$22.35	$22.89	$23.45
	$647.33	$665.00	$681.85	$698.29	$716.37	$733.22	$752.13	$771.45	$791.18	$809.67	$829.81	$849.95	$872.14	$893.93	$915.71	$937.90
	$33,660.90	$34,579.90	$35,456.15	$36,311.03	$37,251.40	$38,127.65	$39,110.76	$40,115.24	$41,141.10	$42,102.84	$43,150.07	$44,197.30	$45,351.38	$46,484.10	$47,616.82	$48,770.90
9	$17.05	$17.46	$17.91	$18.33	$18.80	$19.29	$19.78	$20.24	$20.75	$21.25	$21.80	$22.35	$22.89	$23.45	$24.08	$24.68
	$681.85	$698.29	$716.37	$733.22	$752.13	$771.45	$791.18	$809.67	$829.81	$849.95	$872.14	$893.93	$915.71	$937.90	$963.38	$987.22
	$35,456.15	$36,311.03	$37,251.40	$38,127.65	$39,110.76	$40,115.24	$41,141.10	$42,102.84	$43,150.07	$44,197.30	$45,351.38	$46,484.10	$47,616.82	$48,770.90	$50,095.97	$51,335.54
10	$17.91	$18.33	$18.80	$19.29	$19.78	$20.24	$20.75	$21.25	$21.80	$22.35	$22.89	$23.45	$24.08	$24.68	$25.28	$25.89
	$716.37	$733.22	$752.13	$771.45	$791.18	$809.67	$829.81	$849.95	$872.14	$893.93	$915.71	$937.90	$963.38	$987.22	$1,011.06	$1,035.72
	$37,251.40	$38,127.65	$39,110.76	$40,115.24	$41,141.10	$42,102.84	$43,150.07	$44,197.30	$45,351.38	$46,484.10	$47,616.82	$48,770.90	$50,095.97	$51,335.54	$52,575.12	$53,857.44
11	$18.80	$19.29	$19.78	$20.24	$20.75	$21.25	$21.80	$22.35	$22.89	$23.45	$24.08	$24.68	$25.28	$25.89	$26.58	$27.23
	$752.13	$771.45	$791.18	$809.67	$829.81	$849.95	$872.14	$893.93	$915.71	$937.90	$963.38	$987.22	$1,011.06	$1,035.72	$1,063.26	$1,089.15
	$39,110.76	$40,115.24	$41,141.10	$42,102.84	$43,150.07	$44,197.30	$45,351.38	$46,484.10	$47,616.82	$48,770.90	$50,095.97	$51,335.54	$52,575.12	$53,857.44	$55,289.36	$56,635.80
12	$19.78	$20.24	$20.75	$21.25	$21.80	$22.35	$22.89	$23.45	$24.08	$24.68	$25.28	$25.89	$26.58	$27.23	$27.91	$28.59
	$791.18	$809.67	$829.81	$849.95	$872.14	$893.93	$915.71	$937.90	$963.38	$987.22	$1,011.06	$1,035.72	$1,063.26	$1,089.15	$1,116.28	$1,143.40
	$41,141.10	$42,102.84	$43,150.07	$44,197.30	$45,351.38	$46,484.10	$47,616.82	$48,770.90	$50,095.97	$51,335.54	$52,575.12	$53,857.44	$55,289.36	$56,635.80	$58,046.35	$59,456.90
13	$20.75	$21.25	$21.80	$22.35	$22.89	$23.45	$24.08	$24.68	$25.28	$25.89	$26.58	$27.23	$27.91	$28.59	$29.34	$30.05
	$829.81	$849.95	$872.14	$893.93	$915.71	$937.90	$963.38	$987.22	$1,011.06	$1,035.72	$1,063.26	$1,089.15	$1,116.28	$1,143.40	$1,173.41	$1,202.18
	$43,150.07	$44,197.30	$45,351.38	$46,484.10	$47,616.82	$48,770.90	$50,095.97	$51,335.54	$52,575.12	$53,857.44	$55,289.36	$56,635.80	$58,046.35	$59,456.90	$61,017.06	$62,513.10
14	$21.80	$22.35	$22.89	$23.45	$24.08	$24.68	$25.28	$25.89	$26.58	$27.23	$27.91	$28.59	$29.34	$30.05	$30.79	$31.58
	$872.14	$893.93	$915.71	$937.90	$963.38	$987.22	$1,011.06	$1,035.72	$1,063.26	$1,089.15	$1,116.28	$1,143.40	$1,173.41	$1,202.18	$1,231.77	$1,263.00
	$45,351.38	$46,484.10	$47,616.82	$48,770.90	$50,095.97	$51,335.54	$52,575.12	$53,857.44	$55,289.36	$56,635.80	$58,046.35	$59,456.90	$61,017.06	$62,513.10	$64,051.88	$65,676.16

UAW Wage Schedule

40 Hours							UAW Wage Schedule - 2022						Effective 2/6/22 - 2.75% COLA			
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
15	$22.89	$23.45	$24.08	$24.68	$25.28	$25.89	$26.58	$27.23	$27.91	$28.59	$29.34	$30.05	$30.79	$31.58	$32.36	$33.16
	$915.60	$938.00	$963.20	$987.20	$1,011.20	$1,035.60	$1,063.20	$1,089.20	$1,116.40	$1,143.60	$1,173.60	$1,202.00	$1,231.60	$1,263.20	$1,294.40	$1,326.40
	$47,611.20	$48,776.00	$50,086.40	$51,334.40	$52,582.40	$53,851.20	$55,286.40	$56,638.40	$58,052.80	$59,467.20	$61,027.20	$62,504.00	$64,043.20	$65,686.40	$67,308.80	$68,972.80
16	$24.08	$24.68	$25.28	$25.89	$26.58	$27.23	$27.91	$28.59	$29.34	$30.05	$30.79	$31.58	$32.36	$33.16	$34.01	$34.86
	$963.20	$987.20	$1,011.20	$1,035.60	$1,063.20	$1,089.20	$1,116.40	$1,143.60	$1,173.60	$1,202.00	$1,231.60	$1,263.20	$1,294.40	$1,326.40	$1,360.40	$1,394.40
	$50,086.40	$51,334.40	$52,582.40	$53,851.20	$55,286.40	$56,638.40	$58,052.80	$59,467.20	$61,027.20	$62,504.00	$64,043.20	$65,686.40	$67,308.80	$68,972.80	$70,740.80	$72,508.80
17	$25.28	$25.89	$26.58	$27.23	$27.91	$28.59	$29.34	$30.05	$30.79	$31.58	$32.36	$33.16	$34.01	$34.86	$35.72	$36.62
	$1,011.20	$1,035.60	$1,063.20	$1,089.20	$1,116.40	$1,143.60	$1,173.60	$1,202.00	$1,231.60	$1,263.20	$1,294.40	$1,326.40	$1,360.40	$1,394.40	$1,428.80	$1,464.80
	$52,582.40	$53,851.20	$55,286.40	$56,638.40	$58,052.80	$59,467.20	$61,027.20	$62,504.00	$64,043.20	$65,686.40	$67,308.80	$68,972.80	$70,740.80	$72,508.80	$74,297.60	$76,169.60
18	$26.58	$27.23	$27.91	$28.59	$29.34	$30.05	$30.79	$31.58	$32.36	$33.16	$34.01	$34.86	$35.72	$36.62	$37.53	$38.47
	$1,063.20	$1,089.20	$1,116.40	$1,143.60	$1,173.60	$1,202.00	$1,231.60	$1,263.20	$1,294.40	$1,326.40	$1,360.40	$1,394.40	$1,428.80	$1,464.80	$1,501.20	$1,538.80
	$55,286.40	$56,638.40	$58,052.80	$59,467.20	$61,027.20	$62,504.00	$64,043.20	$65,686.40	$67,308.80	$68,972.80	$70,740.80	$72,508.80	$74,297.60	$76,169.60	$78,062.40	$80,017.60
19	$27.91	$28.59	$29.34	$30.05	$30.79	$31.58	$32.36	$33.16	$34.01	$34.86	$35.72	$36.62	$37.53	$38.47	$39.45	$40.40
	$1,116.40	$1,143.60	$1,173.60	$1,202.00	$1,231.60	$1,263.20	$1,294.40	$1,326.40	$1,360.40	$1,394.40	$1,428.80	$1,464.80	$1,501.20	$1,538.80	$1,578.00	$1,616.00
	$58,052.80	$59,467.20	$61,027.20	$62,504.00	$64,043.20	$65,686.40	$67,308.80	$68,972.80	$70,740.80	$72,508.80	$74,297.60	$76,169.60	$78,062.40	$80,017.60	$82,056.00	$84,032.00

Appendix B

Program Change Requests		Department	Manager
General Fund			
Assessing			
22	Appraisal Staff - State Conferene NHAAO	$650	$650
23	Director - National Conference IAAO	$1,000	$1,000
24	Business Expenses NHAAO Banquet	$228	$230
25	IAAO Seminar - Assessor and Attorney	$3,000	$3,000
26	NRAAO / IAAO / OFF Training	$3,750	$1,000
27	Training	$1,000	$0
28	Postage	$900	$900
29	Overtime	$1,000	$0
30	CoStar Online Database Subscription	$990	$0
	Assessing Deptartment Total	**$12,518**	**$6,780**
City Clerk			
11	Elections Building Rental Ward 3	$5,490	$5,490
12	Elections Building Rental Ward 6	$1,020	$1,020
13	Elections Building Rental Ward 8	$1,890	$1,890
14	Election Mailing	$8,500	$8,500
15	Repair City Seal	$600	$0
16	Elections - New Polling Location Signage	$3,000	$0
	City Clerk Deptartment Total	**$20,500**	**$16,900**
City Manager			
52	Supplies for City Hall Card Key Access System	$500	$500
107	Sustainability Director	$104,000	$0
	City Manager Deptartment Total	**$104,500**	**$500**
Community Development			
41	Restore Professional Development for Engineering	$4,100	$2,000
42	Seasonal/Temporary Administrative Support	$13,320	$0
43	Temporary Summer Help	$5,376	$0
44	NHMA Conference for Code	$375	$380
45	Primex Risk Management Summit	$690	$0
46	Partial Restoration of Prof Dev for Planning	$900	$900
47	Reduce Transfer In from Trust for Ranger Position	$21,890	$21,890
48	Water Quality Monitoring Dues	$950	$950
49	KN95 Masks for Health Officers	$900	$300
50	ICMA Annual Conf for DCM	$2,000	$2,000
	Community Development Deptartment Total	**$50,501**	**$28,420**
Finance			

Appendix B

Program Change Requests		Department	Manager
89	Bryer Hydro Net Metering	($30,000)	($30,000)
90	Energy Management Services - Renewable Energy	$7,500	$0
91	NHTCA Annual Conference	$1,200	$1,200
92	Temporary Part Time Collections Clerk	$10,000	$0
93	NHGFOA Annual Conference	$500	$500
94	NHCTCA Annual Conference	$350	$350
95	NHTCA Spring Workshop	$100	$100
96	NHCTCA Spring Workshop	$100	$100
97	NHMA Annual Conference	$150	$0
98	NESGFOA Annual Conference	$250	$0
99	NERTCA Annual Conference	$600	$600
101	Upgrade Fiscal Tech III to Payroll Coordinator	$3,020	$3,020
102	Tablets for "Soft Tokens"	$500	$500
	Finance Deptartment Total	**($5,730)**	**($23,630)**
Fire			
49	FF/Advanced EMT Labor Grade	$54,000	$54,000
50	Fire Records Management Software	$17,040	$17,040
51	Ambulance 1 - 4 FTE Staffing Increase	$198,660	$297,990
53	Battalion Chief Cell Phone Stipend Removal	($2,400)	($2,400)
54	Battalion Chief (Car 4) Smart Phone	$220	$220
55	Broadway Station Door Replacement	$6,500	$0
56	Broadway Station Locker Replacement	$11,000	$0
58	Broadway Station Pest Control	$1,100	$1,100
59	Oil Water Separator Maintenance	$8,000	$8,000
65	Station 1 Facility Repairs Increase	$2,500	$2,500
66	Increase Station 1 Department Supplies	$1,500	$1,500
67	Establish Forestry Budget	$2,000	$0
70	Fire Inspector (1 FTE)	$44,350	$0
71	Headquarters HVAC Repairs	$8,450	$8,450
72	HQ HVAC Preventative Maintenance Contract	$4,380	$0
73	Headquarters HVAC controller upgrade	$54,950	$0
74	Headquarters Fire Sprinkler Repairs & Testing	$8,250	$0
75	Headquarters Concrete Stair Replacement	$7,000	$0
76	Replace Floto pumps	$6,000	$0
77	Training Grounds - GSD Cleaning	$15,000	$0
78	1st In Bag CO Detector Replacement	$900	$900
80	AEMT Tuition	$4,000	$4,000
81	Reestablish Professional Development Fund	$500	$0
82	Increase Fire Rehab Supplies Budget	$500	$500
83	Fire Jet Ski Maintenance & Repair	$1,150	$0

Appendix B

Program Change Requests		Department	Manager
84	Additional Training Grounds Connex Box	$7,000	$0
85	Ventilator Service Contract	$3,050	$3,050
86	Backfill Overtime for Paramedic Class	$7,850	$0
87	Temporary Fire Alarm & Traffic Superintendent	$9,700	$9,700
88	Swiftwater Gear Replacement	$1,000	$0
89	Increase Technical Rescue Equipment Program	$350	$0
90	Increase Boat Equipment & Repairs	$250	$250
91	Technical Rescue Trailer	$15,000	$0
92	20 for 20 Staffing Overtime	$490,000	$490,000
	Fire Deptartment Total	**$989,750**	**$896,800**
General Services			
105	PPD: Dock Installation & Removal – Increased Costs	$500	$500
106	PPD: Building Supplies/Materials - Increased Costs	$10,945	$10,950
107	PPD: Chemicals – Increased Costs	$3,121	$3,120
108	PPD: Funding for Gasfitter's License	$500	$500
110	PPD: Maintenance Tech. (Shared with Arena)	$34,813	$0
112	Fleet: Outside Services - Increased Costs	$8,155	$4,000
113	Fleet: Auto Parts - Increased Costs	$34,306	$17,000
114	Fleet: Departmental Supplies - Increased Costs	$1,737	$0
115	Fleet: Software/Hardware - Increased Costs	$2,016	$0
116	Fleet: Uniforms - Increased Costs	$749	$750
117	Fleet: Vehicle Fuel - Increased DEF Gallonage	$3,399	$3,400
118	Highways: Guardrail Replacement, North Spring St.	$20,000	$0
119	Highways: Asst. Highway and Utilities Div. Super.	$12,623	$12,620
120	Highways: Tree Supervisor Labor Grade Increase	$4,548	$4,550
	General Services Deptartment Total	**$137,412**	**$57,390**
Human Resources			
18	Benefits Consulting	$45,000	$11,000
19	LGHN Membership	$750	$750
20	Succession Planning Workshop	$1,995	$0
21	4 Pillars of a Mentally Healthy Workplace Culture	$8,000	$0
22	Circa Diversity Posting	$5,220	$5,220
	Human Resources Deptartment Total	**$60,965**	**$16,970**
Information Technology			
26	Two Factor Authentication for First Responders	$8,000	$8,000
27	Policy Pack Software	$5,400	$5,400
28	Audting and risk management software	$5,400	$5,400
29	Internal Penetration software	$3,000	$3,000

Appendix B

Program Change Requests		Department	Manager
30	Smart application deployment software	$7,300	$0
31	Compensation Analysis	$10,000	$0
32	Tuition for System Administrator II	$3,228	$3,230
33	Expanded Online Storage	$2,500	$0
34	IT Network Engineer	$130,910	$130,910
	Information Technology Deptartment Total	**$175,738**	**$155,940**
Legal			
11	IMLA Annual Conference	$3,000	$3,000
12	Reinstating the Third Assistant City Prosecutor	$126,650	$126,650
	Legal Deptartment Total	**$129,650**	**$129,650**
Library			
15	Programming	$18,000	$18,000
	Library Deptartment Total	**$18,000**	**$18,000**
Overhead			
84	Non-Meter Ticket Revenues & General Fund Admin Fee	($60,000)	($60,000)
100	LED Street Light Maintenance	$30,000	$10,000
	Overhead Deptartment Total	**($30,000)**	**($50,000)**
Parks & Recreation			
37	PPT Admin III	$34,086	$0
38	FT Laborer/Truck Driver	$77,034	$0
39	Tablet/PC for GSCC	$3,000	$0
40	Two Leased Trucks	$8,000	$0
41	Tree Service	$20,000	$0
42	Healy Park Clean Up	$40,000	$0
43	Park Signage	$7,500	$0
44	Position Upgrades	$6,656	$6,660
45	Seasonal Temp Wage Increase	$17,576	$17,580
46	Overtime for Seasonal Recreation Employees	$25,686	$25,690
48	Equipment Mechanic Upgrade	$5,075	$5,080
49	Recreation Assistants Upgrade	$6,296	$0
	Parks & Recreation Deptartment Total	**$250,909**	**$55,010**
Police			
79	Computer Crimes Software Licensing	$16,600	$16,600
80	Computer Crimes Training	$15,000	$15,000
81	Police1 Academy	$6,000	$6,000
82	LEADS Online	$5,900	$0
83	Police Officer Position x 4	$399,700	$0

Appendix B

Program Change Requests		Department	Manager
83	Non-Meter Ticket Revenues & General Fund Admin Fee	$80,000	$80,000
84	Admin Tech III	$72,260	$0
85	Parking Space Lease	$15,000	$0
86	PT Community Service Aide	$18,220	$0
87	Employee Recognition	$10,000	$0
89	NH Chiefs of Police Conference	$800	$800
90	Educational Degree Bonus (Contractual)	$2,000	$0
91	Coat Replacement	$35,200	$0
93	Motorcycle Instructor Training	$6,200	$6,200
94	Motorcycle Dual Beam Radar	$2,500	$2,500
95	Power DMS	$2,400	$2,400
96	Motorola Service Agreement	$16,600	$16,600
97	Taser Simulation Suit	$800	$0
98	Police Mountain Bike Instructor	$2,500	$0
99	De-Escalation Equipment	$2,400	$2,400
100	Police Canine Unit (OT Only)	$52,230	$0
101	Police Mountain Bike Replacement	$2,000	$0
102	Dispatch Trainer Stipend	$1,200	$1,200
103	Dispatch II Position	$7,500	$7,500
104	Taser Program	$33,000	$33,000
	Police Deptartment Total	**$806,010**	**$190,200**
	General Fund Total	**$2,720,723**	**$1,498,930**

Parking Fund

City Manager

60	Meter Revenue Reduction - Fayette St Interim Lot	$10,233	$10,230
61	State St Garage Meter Revenue Reduction (Repairs)	$8,125	$8,130
62	Storrs St Garage Revenues - Hotel Concord Permits	($12,857)	($12,860)
63	P-Card Revenues	($50,000)	($50,000)
64	Restaurant Dining in On-Street Parking Spaces	($10,000)	($10,000)
65	Parking Officer & Equipment Tech (POET) #6	$39,060	$39,060
66	Parking Officer & Equipment Tech (POET) #6	($25,958)	($25,960)
67	Parking Officer & Equipment Technician (POET) #7	$39,060	$39,060
68	Parking Officer & Equipment Technician (POET) #7	($25,958)	($25,960)
69	Non-Meter Ticket Revenues & General Fund Admin Fee	($42,885)	($42,890)
70	Non-Meter Ticket Revenues & General Fund Admin Fee	$60,000	$60,000
71	Professional Development	$4,200	$4,200
72	Mechanical Meter Conversion - IPS Transaction Fees	$6,365	$6,370
73	Mechanical Meter Conversion - IPS Transaction Fees	$4,530	$4,530
74	Web Based Permit Parking Module	$35,000	$35,000

Appendix B

Program Change Requests		Department	Manager
75	NHDMV Database Access	$2,500	$2,500
76	Batteries for Smart Meters & Kiosk Pay Stations	$9,500	$9,500
77	Parking Officer & Equipment Technician #6 & #7	$2,160	$2,160
78	Vehicle Fuel	$1,575	$1,580
79	State St Garage Restore Covid-19 Maint Reductions	$15,600	$15,600
80	School St Garage Restore Covid-19 Maint Reductions	$21,800	$21,800
81	Storrs St Garage Restore Covid-19 Maint Reductions	$22,925	$22,930
82	Storrs St Parking Garage Supplemental Rent (Taxes)	$6,316	$6,320
	City Manager Deptartment Total	**$121,291**	**$121,300**
	Parking Fund Total	**$121,291**	**$121,300**
Airport Fund			
General Services			
129	Airport: Increased Chemical Costs	$4,300	$4,300
	General Services Deptartment Total	**$4,300**	**$4,300**
	Airport Fund Total	**$4,300**	**$4,300**
Golf Course Fund			
Finance			
88	Field Maintenance Specialist - Net Cost	$31,950	$0
89	Temp Staff Wages	$28,000	$28,000
90	PCR Loam and Sand	$1,500	$1,500
93	Tee and Green Accessories	$5,500	$5,500
94	Fertilizer & Pesticides	$10,000	$5,000
95	Full-Time Assistant Professional	$42,084	$42,080
96	Increase Labor Grade for Director of Operations	$5,044	$0
98	Tree Maintenance Training	$5,000	$5,000
99	Grounds and Facilities Manager	$4,656	$0
106	Parts Increase	$4,000	$2,000
	Finance Deptartment Total	**$137,734**	**$89,080**
	Golf Course Fund Total	**$137,734**	**$89,080**
Arena Fund			
General Services			
126	Arena: Maintenance Tech. (Shared with PPD)	($26,286)	$0
141	Arena: Part-time Custodian	$15,725	$0
142	Arena: Temporary Labor - Wage Adjustment	$7,100	$7,100
143	Arena: Professional Development - Training	$1,900	$1,900
144	Arena: Uniforms	$1,141	$0
145	Arena: Credit Card Processing Fees	$3,000	$3,000

Appendix B

Program Change Requests		Department	Manager
146	Arena: Building Supplies - Increased Costs	$1,765	$1,770
147	Arena: Restroom Partition Replacement	$2,800	$2,800
148	Arena: Repairs and Maintenance	$2,060	$2,060
149	Arena: Refrigeration Services	$9,600	$9,600
150	Arena: Departmental Supplies - Increased Costs	$150	$150
151	Arena: Refrigerators	$3,720	$3,720
	General Services Deptartment Total	**$22,675**	**$32,100**
	Arena Fund Total	**$22,675**	**$32,100**
Solid Waste Fund			
General Services			
104	Solid Waste: Recycling Bins Cost Increase	$2,150	$2,150
122	Solid Waste: Increased PAYT Bag Costs	$21,800	$21,800
	General Services Deptartment Total	**$23,950**	**$23,950**
	Solid Waste Fund Total	**$23,950**	**$23,950**
Water Fund			
General Services			
102	Utility Billing: Tablets	$15,450	$15,450
103	Utility Billing: Backflow Management Software Cost	$700	$700
123	Water: Departmental Supplies - Increased Costs	$2,298	$2,300
124	Water: Chemical Increase (Hutchins Street)	$39,505	$39,510
125	Water: Professional Services - Increased Costs	$5,423	$5,420
127	Utility Billing: Munis Related Printing Increases	$15,500	$15,500
	General Services Deptartment Total	**$78,876**	**$78,880**
	Water Fund Total	**$78,876**	**$78,880**
Wastewater Fund			
General Services			
130	Wastewater: Departmental Supplies - Increased Cost	$6,000	$6,000
131	Wastewater: Capital Outlay Increasse	$5,800	$5,800
132	Wastewater: SPCC Plan Update	$10,000	$10,000
133	Wastewater: Replacement Chemical Feed Pump	$7,500	$7,500
134	Wastewater: Chlorine Analyzer	$5,000	$5,000
135	Wastewater: Replacement IDEX Sealer	$5,500	$5,500
136	Wastewater: Chemicals - Increased Costs	$11,700	$11,700
137	Wastewater: Intermediate Actuator	$7,500	$7,500
138	Wastewater: Biodegradable Lubricants	$5,000	$5,000
139	Wastewater: OIT Touchscreen Replacement	$10,000	$10,000
140	Wastewater: Repair & Maintenance Increased Costs	$10,000	$10,000

Appendix B

Program Change Requests		Department	Manager
152	Wastewater: Pump Station Grinder	$12,000	$12,000
153	Utility Billing: Munis Related Printing Increases	$15,500	$15,500
154	Additional Toxicity (WET) Testing	$3,500	$3,500
155	PFAS and Nutrient Testing	$5,480	$5,480
	General Services Deptartment Total	**$120,480**	**$120,480**
	Wastewater Fund Total	**$120,480**	**$120,480**
	All Funds Total	**$3,230,029**	**$1,969,020**

Appendix C

GOALS & POLICIES

Concord City Council Adopted Fiscal Goals for 2020

A. ACCOUNTING, AUDITING AND FINANCIAL REPORTING

Goal A1 Complete Consolidated Annual Financial Report (CAFR) and apply for Government Finance Officers Association (GFOA) award for excellence in achievement by December 31.

B. BUDGETARY AND FINANCIAL MANAGEMENT

Goal B1 Comply with Government Finance Officers Association best practices where applicable.

Goal B2 Develop annual budget document to meet the GFOA criteria for the Budget Award and annually, apply for the Government Finance Officers Association (GFOA) Budget Award within ninety days of budget adoption.

C. CAPITAL IMPROVEMENTS

Goal C1 Fund and utilize capital reserve funds when available and appropriate to help provide a stable programmed approach to funding high priority capital needs.

Goal C2 Commit 3% of General Fund Appropriations towards Capital Improvement Plan.

Goal C3 Annually, prepare a ten year Capital Improvement Plan and consider future operation and maintenance costs as part of the projection.

Goal C4: By Fiscal Year 2021, commit funds equal to 2% of the tax rate to support a neighborhood street paving, restoration and repair program. Annually these funds will be transferred to the Highway Capital Reserve trust. In order to reach the 2% goal, the final tax rate would be increased by .5% in Fiscal Years 2017 and, 2018, .25% in Fiscal Year 2019 and 2020, and .5% in Fiscal Year 2021.

D. CASH MANAGEMENT

Goal D1 Aggressively pursue collection of property taxes and all other receivables due the City.

E. DEBT MANAGEMENT

Goal E1 Limit General Fund debt service expenditures to between 10 and 14% of total appropriations

Goal E2 Manage debt burden to 70% payoff within 10 years

F. EMPLOYEE COMPENSATION AND BENEFITS

Goal F1 Historically, the biggest factors forcing budget growth are increases in employee compensation and increased benefits costs. The City should have a compensation and benefit program that: (a) reflects the value of work performed by our employees; (b) includes incentives for superior job performance; (c) compares favorably with the compensation and benefits paid for similar work in the private and public sectors, and (d) considers the ability of the community to pay. Both our employees and the public must understand the mutual respect that such a policy warrants. Review compensation plan every 3-5 years for comparability to other municipalities and the private sector.

Goal F2 Create an incentive program to reward high achieving employees that are not covered as part of a collective bargaining agreement. Recipients should be no more than 5% of non-contractual work force and amounts shall be no more than 2% of employee's annual salary.

Goal F3 Reduce the annual escalation of health insurance benefit costs by requiring employees and retirees to bear an equitable portion of annual premium increases and consider the cost of Health Insurance, Retirement and other related benefits when determining wage increases for both contractual and non-contractual employees.

Goal F4 Review retiree health insurance cost structure and reduce obligations as necessary.

G. ENTERPRISE, SPECIAL REVENUE AND OTHER FUNDS MANAGEMENT

Goal G1 Maintain financially self-supporting enterprise funds with healthy financial positions.

Goal G2 Maintain infrastructure, plant and facilities, and financial management, using proven industry-wide best practices to assure regulatory compliance and, system reliability and minimize the risk of infrastructure failure.

Goal G3 Support planned economic development to attract and retain businesses through competitive rates and fees.

Goal G4 Promote resource conservation and efficiency (water, electricity, fuel etc.).

Goal G5 Other Funds. Other special revenue funds and trust funds shall only be used to support intended expenditures, i.e. Cemetery Perpetual Care and General Maintenance, Cemetery Flowers and Library Books and those created specifically for the purpose of supporting general capital and maintenance expenditures

Goal G6 Every attempt shall be made to allocate General Fund overhead costs to enterprise and special revenue funds on a fair and consistent basis.

H. FUND BALANCES

See separate Fund Balance, Reserves and CIP Spending Priority Policy.

Appendix C

I. MUNICIPAL SERVICES EXPENDITURES AND REVENUES

Goal I1 Focus efforts to reduce expense growth for all City expenses.

Goal I2 Focus efforts to increase revenues and find new revenue sources wherever possible.

Goal I3 Promote competitiveness with both the public and private sector in the delivery of services. Benchmarking should be promoted for all city services. Assess aspects of municipal operations for which privatization could reduce municipal costs.

Goal I4 Evaluate the impact of subsurface utilities and other entities on road maintenance and repairs, and recover all costs that can be fairly allocated to those utilities/entities.

Goal I5 Review impact fee coverage and the application of the impact fee ordinance.

Goal I6 Consider an entrepreneurial approach to enhancing revenues. This should be done without detracting from the provision of public services to the City. It should generate a reasonable annual return on investment and expose the City to minimal financial risk.

Goal I7 Periodically, conduct a thorough review of the City's fees and charges and recommend changes to the City Council as necessary.

Goal I8 Seek payments in-lieu-of taxes from charitable institutions, and other governmental agencies that benefit from or receive city services.

J. TAX RATE MANAGEMENT

Goal J1 Maintain a tax rate management policy that limits tax rate growth to near CPI level plus new programs or services and real new growth in property valuation.

Goal J2 Tax rate target – the Fiscal Policy Advisory Committee should consider whether to recommend setting a tax rate target for the upcoming fiscal year budget no later than the February FPAC meeting.

Fund Balance, Reserves and CIP Spending Priority Policy

I. PURPOSE

This policy establishes the requirements for prudent care and management of City funds, provides for the proper execution of the City's fund balance to ensure the financial stability of the City, and codifies the spending priority of capital project revenues.

II. ACCOUNTABILITY

The City Manager and Deputy City Manager/Finance in conjunction with the City's Fiscal Policy Advisory Committee and City Council, shall oversee compliance of this policy.

III. DEFINITIONS

A. GASB Statement No. 54 – Governmental Accounting Standards Board Statement No. 54 as it relates to governmental fund balance reporting.

B. Fund Balance Classifications

1. Non-spendable – Portion of fund balance that cannot be spent because the balance is (a) not in spendable form or (b) legally or contractually required to be maintained intact (example: inventory or permanent funds).

2. Restricted – Constraints placed on the use of resources are either (a) externally imposed by creditors, grantors, contributors, or laws/regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation (example: debt covenants or grant funds).

3. Committed – Amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority (Concord City Council). These funds cannot be used for any other purposes unless the same authority removes or changes the specified use by a similar action. The action to commit or remove/change the specific purpose should occur prior to the end of the reporting period, but any amount subject to the constraint may be determined in the subsequent period.

4. Assigned – Amounts that are constrained with the intent to use for specific purposes but are neither restricted nor committed. Intent should be expressed by (a) the governing body itself, (b) a committee, budget or finance, or (c) an official to which the governing body has delegated the authority to assign amounts to be used for specific purposes.

5. Unassigned – This is the residual classification for the General Fund. This represents amounts that have not been restricted, committed, or assigned to a specific purpose. The General Fund should be the only fund that reports a positive unassigned fund balance.

IV. POLICY

A. Requirements –

1. General Fund

a. Unassigned fund balance – It is the policy of the City to achieve and maintain a general operating fund unassigned fund balance level of 18.5% of operating expenses by June 30, 2017.

b. Assigned fund balance – Upon adoption of this policy, the City Council authorizes the City Manager to assign fund balance for a specific purpose; so long that said purpose is in keeping with this policy, the wishes of the City Council and its Fiscal Policy Advisory Committee, and is in the best interest of the City.

i. Utilization of Assigned fund balance will be presented to the City Council for action during the fiscal year immediately following the fiscal year of assignment.

ii. Any assigned fund balance not acted upon and/or utilized for the specific purpose for which the City Manager assigned will lapse to unassigned fund balance on June 30 of the fiscal year immediately following the fiscal year of assignment.

c. Balanced Budget – It is the policy of the City Council to annually adopt a General fund operating budget such that current revenues equal or exceed current appropriations, overlay and war service credits.

2. Water and Sewer enterprise funds

a. Operating fund reserves – It is the desire of the City to maintain financially self-supporting Water and Sewer Funds with rate stability and to avoid large rate increases. Therefore, it is the policy of the City to, over time, achieve and maintain operating, capital and rate stabilization reserves of:

i. Operating – 25% of operating expenses less debt service and pay as you go capital.
ii. Capital – 25% of debt service or no less than $500,000.
iii. Rate Stabilization – 10% of operating revenue or no less than $500,000.

3. Other enterprise and special revenue funds

a. Operating fund reserves – It is the desire of the City to maintain financially self-supporting Other Enterprise and Special Revenue Funds with healthy financial positions. Therefore, it is the policy of the City to, over time, achieve and maintain working capital reserves of:

i. Golf fund – a minimum of 10% of operating expenses including debt service and capital expenditures.
ii. Arena fund – a minimum of 10% of operating expenses including debt service and capital expenditures.
iii. Parking fund – a minimum of 10% of operating expenses including debt service and capital expenditures.
iv. Airport fund – a minimum of 10% of operating expenses including debt service and capital expenditures.
v. Solid Waste fund – a minimum of 10% of operating expenses including debt service and capital expenditures.

4. **All funds**

a. CIP Spending priorities – It is the policy of the City to adopt spending priorities for capital projects approved by the City Council. Unless otherwise determined by the Deputy City Manager/Finance or the City Manager to be in the best interest of the City, expenditures for capital projects shall be spent according to the following funding hierarchy order:

i. Bonds/notes – expenditures as they relate to long term financing of a project will have the highest priority and be spent first.
ii. Grants and awards – expenditures as they relate to revenues from grants or other awards that are not intended to be paid back to the grantor shall have the second highest spending priority and shall be spent second.
iii. Capital Reserves – expenditures as they relate to revenues derived from capital reserve funds shall have the third highest spending priority and shall be spent third.
iv. Cash or Capital Transfers – expenditures as they relate to revenues derived from operating budget transfers shall have the lowest spending priority and shall be spent only after all available funds have been expended for the intended purpose.
v. Dependent funding sources – while it is understood that certain bonds/notes/ grants/awards may have certain spending limitations or city matches attached to it, these funds shall be spent to their greatest extent possible to maximize the utilization of the funds in the above order.

Appendix C

City Charter* (Finance items 32-43)

*Editor's note: The City of Concord adopted a new City Charter, as herein set out, in accordance with the provisions of RSA 49-B at the State General Election on Nov. 3, 1992. The former City Charter was adopted at a Municipal Primary Election on Oct. 11, 1949, as amended. The Charter as posted includes amendments as approved at the November 6, 2001, Municipal Election as well as the November 8, 2011 Municipal Election and the January 10, 2012 Presidential Primary. Ward lines amended per City Ordinance, September 11, 2017.

State law references: See Chapter 418, Laws 1949 for Initial Council-Manager Plan.

32. Fiscal Year.
The fiscal and budget year of the City shall begin on the first day of January unless another date shall be fixed by Ordinance.

33. Financial Control.
The City Manager shall appoint a Finance Director, who shall be other than the Treasurer, and who shall be chosen solely on the basis of executive and administrative qualifications and actual experience in and knowledge of accepted practices in respect to the duties of municipal fiscal management, and who shall maintain accounting control over the finances of the City, make financial reports, and perform such other duties as may be required by the Administrative Code or state law. The Finance Director shall audit and approve all authorized claims against the City before paying the same.

34. Budget Procedure.
At such time as may be requested by the City Manager or specified by the Administrative Code, the chief officer of each department shall submit an itemized estimate of the expenditures for the next fiscal year for the department or activities under the officer's control. The City Manager shall submit the proposed budget to the City Council at least forty-five (45) days before the start of the fiscal year of the budget. The City Council shall refer the proposed budget to the Finance Committee of the City Council for preliminary consideration. The Finance Committee is a committee of the whole City Council, presided over by the Mayor. In odd numbered years, the Finance Committee shall consist of the newly elected Mayor and City Councilors from and after the time they take the oath of office, together with Councilors whose terms in office include the ensuing fiscal year.

35. Budget Hearing.
A public hearing on the budget shall be held before its final adoption by the City Council, and notice of such public hearing together with a summary of the budget as submitted shall be published at least one week in advance by the City Clerk.

36. Date of Final Adoption.
The budget shall be finally adopted not later than the twenty-seventh day of the first month of the fiscal year. Should the City Council take no final action on or prior to such day, the budget, as submitted, shall be deemed to have been finally adopted by the City Council.

37. Appropriations After Budget is Adopted.
No appropriation shall be made for any purpose not included in the annual budget as adopted unless voted by a two-thirds majority of the City Council after a public hearing held to discuss said appropriation. The City Council shall by resolution designate the source of any money so appropriated.

38. Budget Control.
At the beginning of each quarterly period during the fiscal year and more often if required by the City Council, the City Manager shall submit to the City Council data showing the relation between the estimated and actual income and expenses to date; and if it shall appear that the income is less than anticipated, the City Council or City Manager with approval of the City Council, may reduce the appropriation for any item or items, except amounts required for debt and interest charges, to such a degree as may be necessary to keep expenditures within the cash income. The City Manager may provide for monthly or quarterly allotments of appropriations to departments, funds, or agencies under such rules as the City Manager shall prescribe.

39. Transfer of Appropriations.
After the budget has been adopted, no money shall be drawn from the treasury of the City, nor shall any obligation for the expenditure of money be incurred, except pursuant to a budget appropriation unless there shall be a specific additional appropriation therefor. The head of any department, with the approval of the City Manager, may transfer any unencumbered balance or any portion thereof from one fund or agency within the department to another fund or agency within the department. Such transfers shall be reported to the City Council as the Council may require. The City Manager, with the approval of the City Council, may transfer any unencumbered appropriation balance or any portion thereof from one department to another.

40. Depository.
The City Council shall designate the depository or depositories for City funds, and shall provide for the daily deposit of all City monies. The City Council may provide for such security for City deposits as it may deem necessary, except that personal surety bonds shall not be deemed proper security.

41. Independent Audit.
An annual independent audit shall be made of all accounts of the City government. Such audit shall be made by certified public accountants experienced in municipal accounting. Copies or abstracts of such audits shall be made public along with an annual report of the City's business. Audit services shall be obtained through periodic competitive bidding, as specified by Ordinance. Nothing in this paragraph shall prevent the City Council from requiring such other audits as it deems necessary.

42. Official Bonds.
Any City officer or employee (other than City Councilors) may be required by the City Manager to give a bond to be approved by the City Solicitor for the faithful performance of the duties of the office, but all officers receiving or disbursing City funds shall be so bonded. All official bonds shall be corporate surety bonds, and the premiums thereon shall be paid by the City. Such bonds shall be filed with the Finance Director.

43. Borrowing Procedure.
Subject to the applicable provisions of state law and the Administrative Code, the City Council by Resolution may authorize the borrowing of money for any purpose within the scope of the powers vested in the City and the issuance of bonds of the City or other evidence of indebtedness therefor, and may pledge the full faith, credit, and resources of the City for the payment of the obligation created thereby. Borrowing for a term exceeding one year shall be authorized by the City Council only after a duly advertised public hearing.

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FUND STRUCTURE

As a governmental organization, the City of Concord utilizes a fund accounting structure where financial activities are aggregated for specific purposes.

The General Fund is the largest fund and encompasses the more traditional governmental services. The General fund is primarily funded by property taxes. General fund revenues are listed in detail by function and classification at the beginning of the budget document, followed by General fund department appropriation recommendations. The General fund is considered a major fund.

Other funds are established pursuant to state law or prudent financial management and are accounted for using Generally Accepted Accounting Principles (GAAP).

Special Revenue funds are used to account for revenues dedicated to a specific purpose. These funds include Inspection, Parking, Airport, Conservation Property, Golf, Arena, and Solid Waste and are considered non-major. Revenues and expenses are listed by fund.

Enterprise funds are similar to a commercial enterprise in that they are self-supporting and provide goods or services to the public on a user charge basis. These funds include Water and Wastewater. Revenues and expenses are listed by fund. The Water and Wastewater funds are considered major funds.

Capital funds are used to account for capital improvement projects. The City produces an annual capital budget that details the current year funding for the ten-year Capital Improvement Program (CIP). The current year portion of capital expenditures to be met from operating funds is contained in the operating budget as transfers, along with debt service on bonded projects. Capital Project funds are considered major funds. Additionally, these funds are non-lapsing at the end of the fiscal year, and as such, span more than one fiscal year.

Debt Service funds are established to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources. These funds include the North End Opportunity Corridor Tax Increment Financing (NEOCTIF) District, Sears Block Tax Increment Financing (SBTIF) District, and Penacook Village Tax Increment (PVTIF) Financing District.

The City has a number of additional non-major funds that are audited and included in the City's Annual Comprehensive Financial Report (ACFR) that are not part of this budget document and may receive an appropriation during the fiscal year. When they do, City Council must approve the appropriation with a two-thirds majority vote. Those funds are:

> Special Revenue funds: Community Development, Housing Revolving Loan, Impact Fee, Grants and Donations, Durgin Garage, Nelson, Forrest and Conservation, Cemetery, Library, Mountain Green, Downtown Economic Development, SVMS Project, Fire Facility Renovations, Open Space Protection, and Capital Commons Garage
>
> Capital Project funds: Route 3 Corridor, Manchester Street, North End Opportunity Corridor, Sears Block, and Penacook Village Capital
>
> Permanent funds: Cemetery, Library, Dedicated Income, and Other

Financial results for all funds can be found in the ACFR.

BASIS for ACCOUNTING and BUDGETING

Basis for Accounting - when revenues, expenditures, and related assets and liabilities are recognized and reported on the entity's financial statements.

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The modified accrual basis of accounting is used by all General, Special Revenue, and Capital Project funds. This means that revenues are recognized when they become both "measurable" and "available" - "measurable" meaning that the amount of the transaction can be determined, and "available" meaning that it is collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. For these purposes, the City considers certain revenues related to the current period to be "available" if they are collected within 60 days of the end of the current period. Expenditures are recorded when liabilities are incurred, with the exception of principal and interest payments on long-term debt, which are recognized as expenditures when due.

The accrual basis of accounting is utilized by all Enterprise funds, where revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

Appropriations in all operating Funds lapse at year-end, however, encumbrances and amounts specifically designed to be carried forward to the subsequent year (i.e., multi-year capital projects and approved grants and donations) do not lapse.

Basis for Budgeting - The City's basis for budgeting is consistent with Generally Accepted Accounting Principles (GAAP) and with the City's financial statements as presented in the Annual Comprehensive Financial Report (ACFR). Exceptions are as follows:

- Capital expenditures within the Enterprise funds are recorded as assets on an accounting basis but are shown as expenditures on a budgetary basis.
- Depreciation of capital assets and amortization of various deferred charges are recorded on an accounting basis only.
- Principal payments on long-term debt within the Enterprise funds are applied to the outstanding liability on an accounting basis but are shown as expenditures on a budgetary basis.
- Principal payments received on State Grants within the Enterprise funds are applied to the outstanding Receivable on an accounting basis but are shown as revenues on a budgetary basis.
- Within the Enterprise funds, increases or decreases in compensated absences are not reported for budgetary purposes, but are reflected as adjustments to expenditures on an accounting basis.

THE BUDGET PROCESS

Managerial Preparation - City departments begin preparing requests for the budget in December. By amended City Charter, the City Manager must review these requests and submit a budget to the City Council forty-five days before the beginning of the fiscal year, or no later than May 16th each year. According to the Charter, City Council must then adopt a budget by July 27th, or the City Manager's Proposed Budget is automatically adopted. However, City Council has adopted an ordinance providing for budget adoption by the beginning of the new fiscal year.

City staff keeps the City Council advised through quarterly financial statements with an executive summary. The Fiscal Policy Advisory Committee (FPAC) and the City Council also receive a modeled projection of revenues and expenditures for the current and five future years.

City Council Review, Public Hearing, and Adoption - Section 35 of the City Charter requires a public hearing on the budget. In preparation thereof, the City Council forms a "committee of the whole" called the Finance Committee that reviews the budget between introduction and adoption (see the "Budget Schedule" section for meeting dates). The Finance Committee holds a public hearing and may amend the budget before a final vote is taken.

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Amendment - No appropriation shall be made for any purpose not included in the annual budget unless voted by two-thirds majority of the Council after a public hearing is held to discuss said appropriation. The Council shall, by resolution, designate the source of any money so appropriated.

Budget Control - At the beginning of each quarterly period during the fiscal year and more often if required by the City Council, the City Manager shall submit to the City Council data showing the relationship between the estimated and actual income and expenses to date, and if it shall appear that the income is less than anticipated, the City Council or City Manager with approval of the City Council, may reduce the appropriation for any item or items, except amounts required for debt and interest charges, to such a degree as may be necessary to keep expenditures within the cash income. The City Manager may provide for monthly or quarterly allotments of appropriations to departments, funds, or agencies under such rules as the City Manager shall prescribe.

Annual Report of Financial Results - Following the end of the budget accounting period, the City prepares (in accordance with Generally Accepted Auditing Standards) and distributes a Annual Comprehensive Financial Report (ACFR) audited by an independent accounting firm. This ACFR includes a comparison of budgeted to actual revenues and expenditures. The ACFR can be found on the City's website using the following URL: http://www.concordnh.gov/index.aspx?NID=948

Year-to-Year Expense Comparison - General Fund - All fringe benefits and insurances are distributed to each operating agency in order to give a more complete picture of costs. Revenues are shown with the responsible department in order to portray what each agency generates of own-source revenues and what each agency costs in other general or tax revenues.

Long-term Financial Planning - The City Finance Department presents regular financial reports to elected officials and management staff. In addition to these reports, annually and/or as part of the budget process, the City prepares a five year General fund operating pro forma and tax rate projection, a twenty year Capital Improvement Plan, and a pro forma for each Enterprise fund and five of the Special Revenue funds.

Also, as part of the annual budget process, the City reviews all general fund revenues to determine budgetary needs. Enterprise and Special Revenue funds are reviewed for competitiveness and support of operations. Most Enterprise and Special Revenue funds are fully self-supporting and provide administrative overhead payments to the General fund. Though not all Special Revenue funds are self-supporting, each fund strives to have current revenues cover current expenditures.

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Classifications - Revenue

Property Taxes
- Property Taxes

Other Taxes
- Excavation Activity Tax
- Payment-In-Lieu-of-Tax (PILOT)
- Timber Tax

Intergov Revenue
- Other Gov Agencies - Federal
- Other Gov Agencies - State
- Drug Forfeiture or Restitution
- Airport Operators Grant
- Rooms and Meals Tax
- Highway Block Grant
- Household Waste
- Share of Debt Service
- Railroad Tax
- Other Gov Agencies - Local
- School District Payments

Rental Income
- Rental Income

Fines and Penalties
- Fines and Penalties
- Parking Penalties
- False Alarm Penalties
- Fines for Overdue Items
- Fines for Code Prosecution
- Court Ordered Payments

Licenses and Permits
- Fire Prevention Permits
- Construction Permits
- Other Permits
- Licenses
- Street Damage Fees

Investment Income
- Investment Income

Donations
- Donations

Transfer In
- Transfer In - Trust
- Transfer In - General
- Transfer In - Inspection
- Transfer In - Parking
- Transfer In - Airport
- Transfer In - Conserv Prop
- Transfer In - Impact Fee
- Transfer In - Golf
- Transfer In - Arena
- Transfer In - Solid Waste
- Transfer In - NEOCTIF
- Transfer In - Sears Block TIF
- Transfer In - Penacook TIF
- Transfer In - Water
- Transfer In - Wastewater

Capital Contribution
- Utility Investment Fee

Use of Fund Bal/RE
- Use of Fund Balance

Motor Vehicle Reg
- Motor Vehicle Registrations

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Dept Service Charges
- MV Transportation Surcharge
- MV Transportation Admin
- MV Waste Disposal
- MV State Agent Admin
- Reports, Prints, and Copies
- Recording Fees
- Application Fees
- Review Fees
- Inspection Fees
- Camps
- Aquatics Programs
- Program Fees
- Salt Sales
- Tree Sales
- Timber Sales
- Mark-up
- Non-Resident Library Fees
- Sundry Services
- Special Duty Services
- Police Patrol Servics
- Cruiser Rental Fee
- Police Witness Fees
- Ambulance Charges
- Alarm Boxes
- Motor Vehicle Waste Disposal
- Concession Sales
- Private Fire Service
- Other Service Charges
- Sludge Disposal
- Testing Services

Parking-Metered
- Metered Parking
- Metered Parking Cards

Water Sales
- Water Usage
- Water Availability

Wastewater Sales
- Sewer Usage
- Sewer Usage-Towns
- Leachate Processing
- Septage Processing

SW Commercial Sales
- Commercial Disposal
- DTSWRD - Downtown SW Rem Dist

SW Residential Sales
- PAYT Bags
- PAYT Containers
- Contaminated Loads
- Cart Collection Program

Golf Permit and Fees
- Seasonal Passes
- Daily Fees

Pro Shop Sales
- Cart Rental
- Handicapping
- Driving Range
- League and Tournament Fees
- Golf Simulator Revenue
- Pro Shop Sales

Retiree Health Reimb
- Retiree Health Insurance

Other Revenue
- Sales of Lots and Niches
- Sale of Assets
- Advertising
- Cable TV Franchise
- Finance Charges
- Insurance Dist and Credits
- Forest Loss Reimbursement
- Reimbursements
- Other Revenue

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Classifications - Expense

Compensation
- Full Time
- Part Time
- Temporary
- Overtime
- Holiday
- Allowance

Fringe Benefits
- Retirement
- FICA
- Beneflex
- Retiree Health
- Worker's Compensation
- Unemployment Insurance

Outside Services
- Professional Development
- Business Expense
- Dues & Memberships
- Repairs and Maintenance
- Professional Services
- Software/Hardware Maintenance
- Advertising
- Rent
- Communications
- Postage
- Bond Costs

Supplies
- Office Supplies
- Library Books and Materials
- Departmental Supplies
- Auto Parts
- Grounds and Horticultural
- Building Supplies
- Uniforms
- COGS
- League and Tournament
- Chemicals
- Vehicle Fuel
- Winter Treatment Supplies

Utilities
- Electricity
- Natural Gas and Propane
- Solid Waste Disposal
- Heating Oil and Kerosene
- Water and Wastewater

Insurance
- Insurance Dedutible
- Property and Auto Insurance
- Liability Insurance

Capital Outlay
- Capital Outlay - GL

Debt Service
- Principal
- Interest

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Miscellaneous

- Other
- Taxes - Real Estate
- Special Programs
- Contingency

Transfer Out

- Transfer Out - Trust
- Transfer Out - General
- Transfer Out - Parking
- Transfer Out -Grts & Donations
- Transfer Out - Golf
- Transfer Out - Solid Waste
- Transfer Out - Gen Cap Proj
- Transfer Out - Water Capital
- Transfer Out - Wastewater Cap

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GLOSSARY

Accrual - An accrual allows an entity to record expenses and revenues for which it expects to expend cash or receive cash, respectively, in a future reporting period.

ACFR (Annual Comprehensive Financial Report) - The ACFR is the industry standard financial report for local governments. The City of Concord's ACFR is recognized as meeting the highest possible level of reporting excellence and complies completely with GAAP.

Appropriation - A legal authorization granted by the City Council to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and the time period in which it may be expended.

Assessed Value (Taxable) - The total taxable book value of property in the City for municipal purposes only. This is established on April 1st each year by the Concord Board of Assessors.

Balanced Budget - A balanced budget refers to a budget in which revenues are equal to expenditures.

Bond (municipal) - A municipal bond is a debt security issued by a state, municipality, or county to finance its capital expenditures.

Budget - An estimation of the revenue and expenses over a specified future period of time.

Capital Budget - A plan of proposed capital outlays and projects and the means of financing them in the current twelve-month period. It is the first year of the Capital Improvement Program (CIP).

Capital Budgeting and Accounting - Capital projects can be funded by current revenues (transfers), grants, or the issuance of bonds. Projects may be small or large, requiring a few months to several years to complete. Relatively small, possibly recurring capital outlays are budgeted in operating funds and will appear in operating department accounts. Unspent outlay funds at year-end typically lapse. Large, more complex, or longer term projects with multiple revenue sources (including bonds) are accounted for in separate Capital Project funds. Capital Project funds do not lapse at year-end, but must be "closed out" at project completion.

Capital Expenditure - Payments made by the City to acquire, upgrade, improve, or extend the life of long-term assets such as property, infrastructure, or equipment with a useful life of more than five years. These expenditures are not for day-to-day operations such as compensation, inventory, maintenance, and advertising.

Capital Improvement Program (CIP) - A plan for capital expenditures to be incurred each year over ten plus years to meet capital needs arising from the long-term work program or other needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

Classification (of Revenue or Expense) - A grouping of similar line items (see complete listing in preceding "Classifications" section).

COMF (Combined Operations and Maintenance Facility) - The facility, constructed in 1990 at 311 North State Street, serves the City General Services operations and Concord School District transportation operations.

Debt Service - Principal and interest payments on bonds issued by the City to fund Capital Projects. This includes debt service on past bond issues, as well as those anticipated in the current year of the CIP.

Depreciation - A method of allocating the cost of a tangible asset over its useful life. Businesses depreciate long-term assets for both tax and accounting purposes. Depreciation is a decrease in value due to wear and tear, decay, decline in price, etc.

ERP (Enterprise Resource Planning) System - an organization-wide computing platform consisting primarily of financial, procurement, human resource, and budget modules, but expandable and flexible enough to provide 24/7 customer self-service and other integrated components.

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FTE (Full Time Equivalent) - is a unit of measure that indicates the workload of an employed person in a way that makes workloads comparable across various contexts. An FTE of 1.0 indicates a workload 40 hours per week for 52 weeks per year or 2,080 hours annually (40 * 52 = 2,080). For example, a person or position may be budgeted to work 20 hours per week annually, and the calculation would be: (20 * 52 = 1040) 1040 hrs / 2080 hrs = .5 FTE.

Function – A term used to identify functional areas (e.g. General Government, Public Safety, Parking, Golf, Solid Waste, Sears Block TIF District).

Fund - A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities, and residual equities or balances (and changes therein), are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance – Generally, fund balance represents the difference between the current assets and current liabilities. The City reserves those portions of fund balance that are legally segregated for a specific future use or which do not represent available, spendable resources and are not available for appropriation or expenditure. Unassigned fund balance indicates that portion of fund balance that is available for appropriation in future periods.

The City's fund balance classifications are as follows:

1) Non-spendable funds are either un-spendable in the current form (i.e. inventory or prepaid items) or can never be spent (i.e. perpetual care).

2) Restricted funds are used solely for the purpose in which the fund was established. In the case of Special Revenue funds, these funds are created by statute or otherwise have external constraints on how the funds can be expended.

3) Committed funds are reported and expended as a result of resolutions passed by the highest decision-making authority in the City, the City Council. These resolutions constitute a binding constraint that establishes, modifies, or rescinds a fund balance commitment.

4) Assigned funds are used for specific purposes as established by management. These funds, which include encumbrances, have been assigned for specific goods and services ordered but not yet paid for. The City's fund balance policy, approved by City Council, permits the City Manager and Finance Director to assign fund balance amounts to a specific purpose. This account also includes fund balance to be used in the subsequent fiscal year.

5) Unassigned funds are available to be spent in future periods.

Fund Equity - Fund equity at the governmental fund financial reporting level is classified as "fund balance". Fund equity for all other reporting is classified as "net position".

Fund Type - Categories into which all funds are placed. Governmental fund types include General, Special Revenue, Tax Increment Finance District (Debt Service), and Capital Project funds, whereas proprietary fund types include Enterprise funds.

GAAP (Generally Accepted Accounting Principles) Accounting - GAAP standards are established by the Governmental Accounting Standards Board and are similar to standards set for accounting in the private sector. The City complies with this standard.

GASB (Governmental Accounting Standards Board) - A board whose mission is to establish and improve standards of state and local governmental accounting and financial reporting that results in useful information for users of financial reports.

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GASB 45 - Compliance with this accounting requirement reveals the accrued liability for Other Post-Employment Benefits (OPEB) excluding pensions.

GASB 54 - Compliance with this accounting requirement created new categories of fund balance reporting to provide consistency among governmental agencies.

Net Position - Net position represents the difference between assets/deferred outflows and liabilities/deferred inflows. Net investment in capital assets, net of related debt, consist of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowing uses for the acquisition, construction or improvement of those assets. Net position is reported as restricted when there are limitations imposed on their use either through the enabling legislation adopted by the City or through external restrictions imposed by creditors, grantors, or laws or regulations of other governments. The remaining net position is reported as unrestricted.

Overlay and War Credits - This represents a portion of municipal taxes raised to cover the expense of tax appeals and credits against taxes due by veterans.

Reserves or Assigned, Committed, Restricted, or Non-spendable Fund Balance - Those portions of fund balance that are not appropriable for general expenditure or that are legally segregated for a specific future use.

Retained Earnings - An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Service Indicators - Are used to describe activities conducted or performed by a program, department, or division. Service indicators support quantifiable and qualifiable funding levels as indicated in the budget.

Surplus - The portion of prior year unassigned fund balance that may be used to offset current year tax revenues.

Tax Anticipation Notes (TANs) - Notes (or warrants) issued in anticipation of the collection of taxes, usually retirable only from tax collections, and frequently only from the proceeds of the tax levy whose collection they anticipate.

Tax Increment Finance (TIF) District - financing of public improvements with the incremental taxes created either by new construction, expansion, or renovation of property within a defined portion of the community.

Tax Stabilization Reserve - A reserve of general fund committed fund balance on the balance sheet with Council approval. See the City's most recent Comprehensive Annual Financial Report.

Transfers In/Out - Transfers between City funds. In the General Fund, transfers-in from other funds recognize the cost of providing administrative services by the General fund to Special Revenue and Enterprise funds. General Services also charges administrative services to the Special Revenue and Enterprise funds under its management control.

Trust Fund - Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

Unassigned Fund Balance - The portion of fund equity not assigned, committed, restricted for a specific purpose, or a non-spendable balance. A portion would be available for offsetting future year's expenditures. The City Council Fiscal Goals Committee has set target unassigned fund balance levels to retain for each operating fund to help ensure fiscal health.

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STATISTICAL INFORMATION

Community and Economic Profile

The City of Concord is located in Merrimack County, approximately 70 miles north of Boston, Massachusetts, on the Merrimack River in South Central New Hampshire. According to the U.S. Census Bureau, the City has an estimated population of 43,976 as of the July 2020 Official US Census, a 3.03% increase over the last official census as of April 1, 2010 number of 42,683, and occupies a land area of 64 square miles.

Concord was originally settled in 1727, incorporated in 1765, and established as the state capital in 1808. Government is by an elected 15-member council and an appointed City Manager. The City also serves as the Merrimack County seat and Federal Court seat. Two separate school districts serve the City - the Concord School District and the Merrimack Valley School District.

Policymaking and legislative authority are vested by City Charter in the 15-member Council. Under the Charter, originally adopted in 1853, and most recently amended in 2012, the appointed City Manager is solely responsible for carrying out the policies and ordinances of the City Council. The Council is elected on a non-partisan basis. Ten ward councilors, and the mayor, are elected every two years. The four remaining "at-large" councilors are elected to staggered 4-year terms, two every two years. The current mayor is former City Councilor James P. Bouley who was first elected mayor in November 2007. In November 2021 he was re-elected for his eighth consecutive term. Thomas J. Aspell, Jr., the City Manager, was appointed in April 2006. The City has had four City Managers since 1978. The City Manager, pursuant to the City Charter, has all appointive and dismissal powers for paid employees of the City. Appointive authority for boards and commissions is shared between the Mayor, City Council and City Manager.

In addition to serving as the seat of state and county government, Concord hosts several federal agencies, and is the only full-service local government between Laconia - 25 miles to the north, Manchester - 20 miles to the south, Keene - 54 miles to the west, and Portsmouth - 50 miles to the east. The City provides and annually appropriates for the following services: water treatment and supply; wastewater collection and treatment; solid waste collection and recycling; highway construction and maintenance, including snow plowing, storm sewer system and related infrastructure maintenance and construction; prosecutorial, police and fire protective services (including advanced life support); airport, parks, golf course and ice arena; library and recreational facilities and programs; human services; planning, economic and community development, and code enforcement services.

Local Economy

Fiscal year 2021 brought about many challenges as the coronavirus pandemic continued to impact our community and nation during the fiscal year. The City continued to take steps to aid in the mitigation of the health and economical effects of the virus to its employees and citizens including enhanced cleaning protocols and encouraging social distancing in public buildings, encouraging employees to work from home if able to, providing employees a bank of emergency paid sick leave (beyond their normal sick time) for use during COVID-19 related leave, and working with local eateries and easing outdoor dining regulations to enable them to offer new or additional outdoor dining options to their customers. To help offset the cost of some of these programs, the City applied for and recognized revenues from a variety of sources, including $1,245,112 from the State of New Hampshire Governor's Office for Emergency Relief and Recovery (GOFERR) which includes $927,660 as a reimbursement for Fire and Police services provided at state run vaccine clinics, $62,389 from the United States Department of Justice, $87,354 from the State of New Hampshire Secretary of State's office as part of the CARES Act Election funds, and $7,782 from the Federal Emergency Management Agency (FEMA).

Compared to other cities in New Hampshire, New England and the Nation, Concord has comparably low unemployment. As reported by the New Hampshire Department of Employment Security, Concord's unemployment rate as of June 2021 was 2.9%. This compares favorably to New Hampshire's rate of 3.1% and to the United States rate of 5.9 %. Concord's rate also remains the lowest among the top three New Hampshire cities with Manchester at 3.5% and Nashua at 3.6%. Concord's unemployment rates have remained lower than the State since 1992 except for the months of March, April and June, 2005.

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The assessed value of taxable property as of April 1, 2020 increased overall by 6.65% compared to April 1, 2019. The cumulative total residential, manufactured homes and condominiums increased 9.66% in assessed value. The average assessed value of a single family home in Concord as of April 1, 2020 was $288,067, up 7.8% from $267,155 the year before.

Tax collections percentage as of June 30, 2021 for the 2020 Tax Year was 99.2%, slightly higher than the previous year. Total tax delinquencies for all years were stated at $1.5 million, down $1.6 million from the previous year. Vigorous collection efforts by the Tax Collector's Office have resulted in no material increases in the number of properties which the City takes title through tax deeds. Anticipating increased delinquencies, the Collector's Office initiated a significant outreach, communication and visitation program to affect this result. The City Council's Number One Fiscal Goal for cash management is directed towards a targeted property tax collection program which is aimed at maintaining high collection rates.

The City has a robust program of business attraction and retention coordinated by its Community Development Department and City Administration. Resources include a separate Economic Development website as well as a real estate database to assist site selectors.

Economic Development successes that occurred during FY2021 included the following:

1) On June 12, 2020, the City, through its Revolving Loan Fund Program, entered into a Loan Participation Agreement with the Capital Regional Development Council in support of a $4.1 million financing package to develop a new corporate headquarters for Eastern Analytical, Inc. (EAI) at 51 Antrim Avenue. Specifically, the City provided $287,000 of gap financing for the project. The project helped retain EAI and its 32 full-time equivalent employees in Concord, as well as create a new 15,600SF corporate headquarters which will generate $45,000 - $55,0000, annually. The project was completed in September 2020. Eastern Analytical plans to add 3-4 FTEs in the near future.

2) On May 11, 2021, the City entered into a Development Agreement with Interchange Development L.L.C. which established a public / private partnership concerning development of 210,000SF of new commercial /industrial uses on a 43 acre site located at 1 Whitney Road. Phase I of the project features an 80,000SF grocery store, 20,000SF attached retail space, and 13,500SF State of NH Liquor and Wine Outlet. To support the development, the City has agreed to construct $4.9 million of roadway improvements to U.S. Route 4 and Whitney Road. Phase I of the Developer's project, as well as the City's highway improvements, are underway and will be completed in summer 2023.

   Phase I of the Developer's project will create 435 employment opportunities, as well as $9.5+/- million of net new assessed value, which will generate approximately $295,000 in property taxes annually.

3) On May 17, 2021 the City entered into a Purchase and Sales Agreement to sell property located at 32-34 South Main Street and 33 South State Street to the John Flatley Company for redevelopment. The Developer plans to construct a new 80,000SF, 64 unit apartment building. Construction is scheduled for spring 2022. When completed in summer 2023, the project will have an assessed value of $8 - $10.24 million and generate $215,000 -$275,000 in property taxes annually.

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Long-term Financial Planning

The City Finance Department presents regular financial reports to elected officials and management staff. In addition to these reports, annually and/or as part of the budget process, the City prepares a five year General Fund operating pro forma and tax rate projection, a twenty year Capital Improvement Plan and a pro forma for each enterprise and special revenue fund.

Also, as part of the annual budget process, the City reviews all General Fund revenues to determine budgetary needs. Enterprise and Special Revenue Funds are reviewed for competitiveness and support of operations. Most Enterprise/Special Revenue Funds are fully self-supporting and provide administrative overhead payments to the General Fund. The exception is the Golf Fund, which received general fund support for their Fiscal Year 2021 operations, and Solid Waste Fund, which receives approximately $1,000,000 annually.

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Demographics*

Community Contact	Concord Community Development Department Carlos Baia, Deputy City Manager 41 Green Street, City Hall Concord, NH 03301
Telephone	(603) 225-8595
E-mail	communitydevelopment@concordnh.gov
Web Site	www.concordnh.gov
Municipal Office Hours	Monday, Tuesday, Wednesday, Friday, 8 am - 4:30 pm, Thursday, 8 am - 6 pm
County	Merrimack
Labor Market Area	Concord, NH Micropolitan NECTA
Tourism Region	Merrimack Valley
Planning Commission	Central NH Regional
Regional Development	Capital Regional Development Council
Election Districts:	
US Congress	District 2 (All Wards)
Executive Council	District 2 (All Wards)
State Senate	District 15 (All Wards)
State Representative	Merrimack County Districts11, 27 (Ward 1) 12, 27 (Ward 2) 13, 27 (Ward 3) 14, 27 (Ward 4) 10 (Ward 5) 15,27 (Ward 6) 16,27 (Ward 7) 17,28 (Ward 8) 18, 28 (Ward 9) 19,28 (Ward 10)

Origin: This area's first settlement in 1659 was named Penacook, for the Indian name Pannukog, meaning crooked place or bend in the river. The first land grant was in 1725, and the town was incorporated as Rumford in 1733. The name was changed to Concord in 1765 upon resolution of a bitter boundary dispute between Rumford and Bow. Its central location was the logical choice for state capital, and Concord was so named in 1808. The State House, built in 1818 and first occupied in 1819, is the oldest in continuous use in the country. In 1853, the State granted Concord a city charter. It was in Concord that the Abbotts built the famous Concord Coach, modeled after the coronation coach for King George III. Granite quarrying has been another major industry, and Concord's quarries supplied granite for the US Library of Congress. Concord was home to Franklin Pierce, 14th President of the United States, following his presidency.

Villages and Place Names: Concord Heights, East Concord, Penacook, Riverhill, West Concord, Curtisville, Diamond Hill

Population: Year of the First Census Taken: 1,747 residents in 1790

Population Trends: Population change for Concord totaled 13,605 over 49 years, from 30,022 in 1970 to 43,627 in 2019. The largest decennial percent change was a 22 percent increase between 1980 and 1990; all other decades increased by ten percent or less. The 2019 Census estimate for Concord was 43,627 residents, which ranked third among New Hampshire's incorporated cities and towns.

Population Density and Land Area, 2019 (US Census Bureau): 682.1 persons per square mile of land area. Concord contains 64.0 square miles of land area and 3.2 square miles of inland water area.

Appendix D

Housing (American Community Survey (ACS) 2015-2019)

Total Housing Units	18,663
Single-Family Units, Detached or Attached	9,045
Units in Multiple-Family Structures:	
Two to Four Units in Structure	3,063
Five or More Units in Structure	5,604
Mobile Homes and Other Housing Units	951

Population (US Census Bureau)

Total Population	Community	County
2019	43,627	151,391
2010	42,695	146,445
2000	40,765	136,716
1990	36,994	120,618
1980	30,400	98,302
1970	30,022	80,925

Demographics (ACS 2015-2019)

Population by Age Group	
Under age 5	2,089
Age 5 to 19	6,806
Age 20 to 34	9,993
Age 35 to 54	11,540
Age 55 to 64	5,731
Age 65 and over	7,085
Median Age (in years)	40.2

Housing (ACS 2015-2019)

Total Housing Units	18,663
Single-Family Units, Detached or Attached	9,045
Units in Multiple-Family Structures:	
Two to Four Units in Structure	3,063
Five or More Units in Structure	5,604
Mobile Homes and Other Housing Units	951

Appendix D

Labor Force (NHES - ELMI)		
Annual Average	2009	2019
Civilian Labor Force	22,344	22,925
Employed	21,098	22,419
Unemployed	1,246	506
Unemployment Rate	5.6%	2.2%

Employment & Wages (NHES - ELMI)		
Annual Average Covered Employment	2009	2019
Goods Producing Industries		
Average Employment	1,766	1,650
Average Weekly Wage	$982	$1,220
Service Providing Industries		
Average Employment	27,135	27,742
Average Weekly Wage	$797	$1,050
Total Private Industry		
Average Employment	$28,900	$29,393
Average Weekly Wage	$808	$1,059
Government (Federal, State, and Local)		
Average Employment	11,298	11,035
Average Weekly Wage	$959	$1,170
Total, Private plus Government		
Average Employment	40,199	40,427
Average Weekly Wage	$851	$1,090

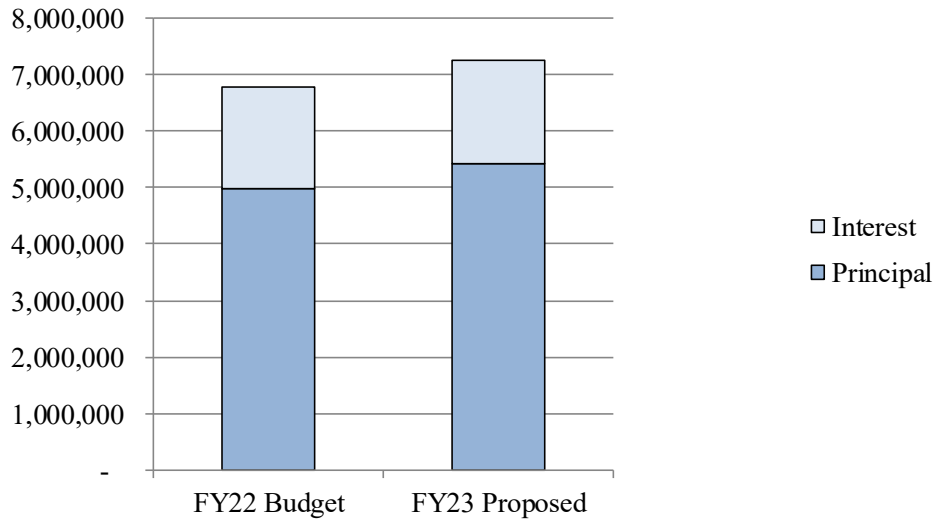
Source: https://www.nhes.nh.gov/elmi/products/cp/profiles-htm/concord.htm

Economic & Labor Market Information Bureau, NH Employment Security, 2021

Appendix D

Aggregated Debt Service—Other Appropriations (Non General Fund)

Debt Service	FY22 Budget	FY23 Proposed
Interest	1,787,050	1,809,628
Principal	4,996,350	5,436,088
Grand Total	**6,783,400**	**7,245,716**



Appendix D

Projected Ending FY23 Fund Balance/Net Position Description of Changes +/- 10%

Fund	Estimated Beginning FY23 Fund Balance/ Net Position	FY23 Budget Revenue	FY23 Budget Expense	Projected Increase/(Decrease) in Fund Balance/ Net Position	Projected Ending FY23 Fund Balance/ Net Position	% Change
General Fund	20,416,312	74,477,264	74,477,264	-	20,416,312	0%
Non-Major	4,404,016	10,731,434	10,677,251	54,184	4,458,201	1%
Water Fund	50,836,900	6,651,768	7,131,295	(479,527)	50,357,373	-1%
Sewer Fund	46,473,730	9,770,880	9,280,377	490,503	46,964,233	1%
Total Enterprise Funds	97,310,630	16,422,648	16,411,672	10,976	97,321,606	0%
N End Opportunity Corridor TIF	2,300,761	442,848	246,639	196,209	2,496,970	9%
Sears Block TIF District	328,007	1,099,499	1,277,990	(178,491)	149,516	-54%
Penacook Village TIF District	401,355	451,493	448,370	3,123	404,478	1%
Total Debt Service Funds	3,030,123	1,993,840	1,972,999	20,841	3,050,964	1%

For Budgetary Purposes Only

Tax Increment Finance (TIF) Districts/Debt Service Funds

The Sears Block TIF's (SBTIF) change in fund balance is anticipated to decrease by 54%. This decrease is driven by an anticipated declining revenue from property taxes and can be attributed to a drop in assessed value for commercial property. The fund has enough fund balance to cover the budget deficit for FY23.

Appendix D

Departmental Fund Relationship

Department	Major Funds				Non-Major Funds				
	General Fund	Major Capital Projects Fund	Enterprise Funds		Special Revenue Funds				Debt Service Funds
			Water Fund	Sewer Fund	Solid Waste Fund	Arena Fund	Golf Fund	Other Funds	
City Manager	X	X						X	X
Legal	X								
Assessing	X								
Human Resources	X								
Finance	X	X	X	X	X	X	X	X	X
Information Technology	X	X							
City Council	X								
City Clerk	X								
General Overhead	X	X	X	X	X	X	X	X	X
Police	X	X						X	
Fire	X	X							
General Services	X	X	X	X	X	X		X	X
Community Development	X	X						X	
Library	X								
Parks & Recreation	X	X					X		
Human Services	X								

General Fund Pro Forma
FY2022 - FY2028

	FY22 Budget	FY22 Estimate	FY23 Request	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected
Revenues:								
Property Taxes	44,157,853	44,157,853	46,696,609	51,720,427	56,399,083	60,200,903	64,224,793	71,317,497
Other Taxes	709,572	689,508	689,280	689,300	689,300	689,300	689,300	689,300
Intergov Revenue	5,130,592	5,312,514	5,140,991	5,243,800	5,348,700	5,509,200	5,674,500	5,674,500
Rental Income	278,502	244,177	276,481	271,000	271,000	265,600	265,600	269,600
Fines and Penalties	586,000	697,920	514,000	519,100	529,500	540,100	573,300	573,300
Licenses and Permits	1,164,785	1,251,443	1,314,547	1,314,500	1,314,500	1,340,800	1,381,000	1,422,400
Investment Income	45,000	35,000	800,000	960,000	1,056,000	1,372,800	1,441,400	1,484,600
Donations	48,200	36,990	52,000	51,500	50,700	50,700	53,200	53,200
Transfer In	4,103,940	5,186,499	5,044,909	3,724,600	3,724,600	3,761,800	3,818,200	3,875,500
Motor Vehicle Reg	7,100,000	7,100,000	7,450,000	7,599,000	7,751,000	7,906,000	8,143,200	8,387,500
Dept. Service Charges	3,532,394	3,991,985	3,905,200	3,983,300	4,063,000	4,144,300	4,268,600	4,396,700
Retiree Health Reimb	1,334,950	1,367,220	1,409,800	1,409,800	1,409,800	1,409,800	1,409,800	1,409,800
Other Revenue	963,486	1,307,390	983,290	983,300	1,032,500	1,084,100	1,138,300	1,138,300
Use of Fund Bal/RE	2,843,342	-	375,000	-	-	-	-	-
Total Revenues	71,998,616	71,378,499	74,652,107	78,469,627	83,639,683	88,275,403	93,081,193	100,692,197
Expenses:								
O&M Expenses	59,829,235	59,517,814	64,209,235	67,050,800	70,478,300	73,419,300	77,040,300	79,446,200
Capital Transfer	268,790	268,790	529,750	957,500	716,000	1,014,000	1,213,000	708,000
Transfer Out to SW	1,061,588	1,061,588	1,061,500	1,249,580	1,787,070	1,840,680	1,895,910	1,952,780
Transfer Out Trust & Other Funds	3,152,153	3,145,131	1,383,576	1,383,576	1,501,486	1,501,486	1,501,486	1,501,486
Capital Outlay	96,600	96,660	24,800	43,700	44,600	45,700	46,200	47,600
(New) Tax Rate Portion of Paving Program				117,910				
Authorized Unissued Debt		703,000						
Bonded CIP	Informational		7,140,000	19,821,000	19,151,000	13,068,000	59,053,500	39,354,000
Associated Debt Service		67,957	690,203	1,999,450	1,980,830	1,346,260	6,676,380	4,591,300
Debt Service:								
Future Debt Service Estimate				758,160	2,757,610	4,738,440	6,084,700	12,761,080
Existing Debt Service	7,590,250	7,590,250	7,443,246	6,908,401	6,354,617	5,715,797	5,299,597	4,275,051
Total Expenses	71,998,616	71,680,233	74,652,107	78,469,627	83,639,683	88,275,403	93,081,193	100,692,197

Overlay & War Service Credit	467,400	567,800	567,800	567,800	567,800	567,800
Amount to be Raised by Property Taxes	47,164,009	52,288,227	56,966,883	60,768,703	64,792,593	71,885,297
Assessed Value (000)	5,148,909	5,168,909	5,188,909	5,208,909	5,228,909	5,248,909
Projected Property Tax Rate	9.16	10.12	10.98	11.67	12.39	13.70
Projected Increase	4.8%	10.5%	8.5%	6.3%	6.2%	10.6%

Parking Fund Pro Forma
FY2022 -FY2028

	FY22 Request	FY22 Estimate	FY23 Request	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected
Revenues:								
Revenue	2,233,120	2,506,745	2,652,634	2,864,282	2,922,364	2,962,074	3,025,169	3,128,370
FY 2024 Meter Rate Increase per 2017 Strategic Parking Plan	-	-	-	*299,246*	*388,225*	*398,194*	*398,194*	*398,194*
FY 2028 Meter Rate Increase per 2017 Strategic Parking Plan	-	-	-	-	-	-	-	*413,368*
Transfer: Sears Block TIF District	319,540	319,540	316,761	308,805	304,107	300,191	-	-
Transfer: School Street Reserve	54,000	54,000	10,500	10,500	10,500	10,500	10,500	10,500
Transfer: General Fund	51,221	51,221	54,295	56,803	160,559	272,206	274,157	263,651
Transfer: Solid Waste Fund	13,650	13,650	13,650	13,650	13,650	13,650	13,650	13,650
American Rescue Plan Act (ARPA)	-	438,358	438,358	-	-	-	-	-
Total Revenues	2,671,531	3,383,513	3,486,198	3,553,286	3,799,405	3,956,815	3,721,670	4,227,733
Expenses:								
O&M Expenses	1,417,405	1,272,142	1,635,303	1,718,846	1,761,982	1,803,772	1,853,351	1,885,383
Overhead	109,795	109,795	167,558	173,324	174,410	175,507	176,615	177,735
Transfer to Trust	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500
Capital Program:								
Capital Outlay	-	-	-	-	-	-	-	-
Capital Transfer	22,000	12,000	-	35,000	-	-	15,000	-
Bonds	-	26,400	695,000	10,430,000	450,000	1,200,000	1,555,000	810,000
Debt Service:								
Existing Debt Service	1,321,480	1,321,480	1,272,437	1,215,089	1,188,187	1,150,826	621,384	593,034
Authorized Un-Issued Debt Service	-	-	-	-	-	-	-	-
Future Debt Service Estimate	-	-	-	116,400	671,110	1,215,774	1,377,444	1,585,264
Total Expenses	2,881,180	2,725,917	3,085,798	3,269,159	3,806,189	4,356,379	4,054,294	4,251,915
Projected Net (with PCRs)	(209,649)	657,596	400,399	284,127	(6,784)	(399,565)	(332,624)	(24,182)
Fund Position:								
Beginning Working Capital	271,331	271,331	928,927	1,329,326	1,613,454	1,606,670	1,207,105	874,481
	-		-	-	-	-	-	-
Ending Working Capital (Fund Balance)	61,682	928,927	1,329,326	1,613,454	1,606,670	1,207,105	874,481	850,298
Fund Balance Fiscal Policy Goal 10% of Expenses	288,118	272,592	308,580	326,916	380,619	435,638	405,429	425,191

Airport Fund Pro Forma
FY2022 - FY2028

	FY22 Budget	FY22 Estimate	FY23 Request	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected
Revenues:								
Leases and Operations	367,336	408,595	391,085	395,570	399,757	403,996	408,288	412,635
Total Revenues	367,336	408,595	391,085	395,570	399,757	403,996	408,288	412,635
Expenses:								
O&M Expenses	351,663	352,707	359,663	368,400	377,340	386,500	395,880	405,490
Overhead	46,985	46,560	48,326	49,630	50,970	52,350	53,770	55,230
Capital Program:								
Capital Transfer	10,000	10,000	15,000	12,650	18,334	107,362	124,956	49,732
Bonded CIP	-	-	-	200,000	-	1,729,850	147,778	147,778
Debt Service:								
Future Debt Service Estimate				-	17,333	17,067	184,019	179,910
Existing Debt Service Estimate	70,480	70,480	62,613	55,313	53,263	41,434	29,906	28,756
Total Expenditures	479,128	479,747	485,602	485,993	517,240	604,713	788,531	719,118
Projected Net	(111,792)	(71,152)	(94,517)	(90,422)	(117,483)	(200,717)	(380,243)	(306,484)
Fund Position:								
Beginning Working Capital	382,560	382,560	311,408	216,891	126,469	8,986	(191,731)	(571,974)
Ending Working Capital	270,768	311,408	216,891	126,469	8,986	(191,731)	(571,974)	(878,458)
10% of Expenses	47,913	47,975	48,560	48,599	51,724	60,471	78,853	71,912

Golf Fund Pro Forma
FY2022 - FY2028

	FY22 Budget	FY22 Estimate	FY23 Budget	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected
Revenues:								
Camps	24,765	24,500	24,500	24,750	25,000	25,500	26,010	26,530
Seasonal Passes	210,015	282,468	256,575	256,580	259,150	264,330	269,620	275,010
Daily Fees	433,532	522,842	506,556	516,690	527,020	537,560	548,310	559,280
League and Tournament Fee	44,200	44,200	44,200	45,080	45,980	46,900	47,840	48,800
Cart Rental	188,380	243,831	228,853	233,430	238,100	242,860	247,720	252,670
Handicapping	8,000	11,250	11,250	11,360	11,470	11,580	11,700	11,820
Driving Range	51,596	82,330	74,800	76,300	77,830	79,390	80,980	82,600
Golf Simulator Revenue	80,000	82,225	83,000	84,660	86,350	88,080	89,840	91,640
Investment Income	-	-	-					
Pro Shop Sales	131,500	160,224	159,000	163,770	167,050	170,390	173,800	177,280
Concession Sales	44,000	44,000	46,200	46,200	46,200	48,050	49,970	51,970
Advertising	-	-	-	-	-	-	-	-
Transfer In - General	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-
Use of Fund Balance	12,500	-	-	-	-	-	-	-
Rental Income	12,900	16,900	20,250	20,250	20,450	20,860	21,280	21,710
Total Revenues	1,241,388	1,514,770	1,455,184	1,458,820	1,484,150	1,514,640	1,545,790	1,577,600
Expenses:								
O&M Expenses	1,153,929	1,152,324	1,259,883	1,285,080	1,310,780	1,363,210	1,410,920	1,439,140
Transfer Out - General	300	300	111,660	111,660	115,570	115,570	119,610	122,000
Transfer Out	3,000	3,000	3,000					
Capital Program:								
Transfer to CIP	-	-	-	-	-	-	-	-
Authorized Unissued Debt	Informational		3,000					
Bonded CIP Program			135,000	61,000	155,000	155,000	96,000	155,000
Debt Service:								
Future Debt Service Estimate				12,650	18,622	35,563	52,029	61,451
Existing Debt Service Schedule	77,200	77,200	79,023	79,023	75,100	61,300	59,100	45,900
Total Expenses	1,234,429	1,232,824	1,453,566	1,488,413	1,520,072	1,575,643	1,641,659	1,668,491
Projected Net	6,959	281,946	1,618	(29,593)	(35,922)	(61,003)	(95,869)	(90,891)
Fund Position:								
Adjusted Beginning Working Capital	254,781	254,781	536,727	538,345	508,752	472,830	411,827	315,958
Ending Working Capital	261,740	536,727	538,345	508,752	472,830	411,827	315,958	225,067
10% of expenses	123,400	123,300	145,400	148,800	152,000	157,600	164,200	166,800

Arena Fund Pro Forma
FY2022 - FY2028

	FY22 Budget	FY22 Estimate	FY23 Request	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected
Revenues:								
Sale and Operations	678,180	893,804	721,485	721,485	734,472	734,472	747,545	747,545
Winter Ice Prime Rate/Hr	270	270	275	275	280	280	285	285
Winter Ice Non-Prime Rate/Hr	198	198	203	203	208	208	212	212
Winter In HS Games Rate /Hr	280	280	285	285	290	290	295	295
Transfer In-GF (Share of Debt)								
Total Revenues	678,180	893,804	721,485	721,485	734,472	734,472	747,545	747,545
Expenses:								
O&M Expenses	518,677	507,413	548,069	559,030	570,211	581,615	593,247	605,112
Transfer Out	78,891	78,891	82,123	83,765	85,441	87,150	88,893	90,670
Capital Outlay	-	-	-	-	-	-	-	-
Authorized Unissued Debt		3,000						
Bonded CIP	Informational		-	-	-	-	-	-
Prior Year CIP Debt Service				284	-	-	-	-
Debt Service:								
Future Debt Service Estimate				284	278	272	266	260
Existing Debt Service	106,770	106,770	113,859	107,843	95,893	92,097	89,297	81,522
Total Expenditures	704,338	693,074	744,051	750,922	751,822	761,133	771,702	777,564
Projected Net	(26,158)	200,730	(22,566)	(29,437)	(17,350)	(26,661)	(24,157)	(30,019)
Fund Position:								
Beginning Working Capital	75,755	75,755	276,485	253,919	224,482	207,131	180,470	156,313
Ending Working Capital	49,597	276,485	253,919	224,482	207,131	180,470	156,313	126,294
10% of expenses	67,820	89,380	72,150	72,150	73,450	73,450	74,750	74,750

Solid Waste Fund Pro Forma
FY2022 - FY2028

Revenues:	FY22 Budget	FY22 Estimate	FY23 Request	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected
PAYT	1,740,500	1,740,500	1,755,104	2,193,880	2,193,880	2,193,880	2,413,268	2,413,268
Recycling	99,916	102,185	105,116	106,167	107,229	108,301	109,384	110,478
Other Services	1,542,787	1,403,711	1,659,677	1,709,467	1,760,751	1,813,574	1,867,981	1,924,021
Estimated Flow Control Adjustment					(1,451,957)	(1,495,516)	(1,540,381)	(1,586,593)
Other	1,300	456,521	1,300	1,300	1,300	1,300	1,300	1,300
Transfer In - General	1,061,588	1,061,588	1,061,500	1,249,582	1,787,070	1,840,682	1,895,902	1,952,779
PAYT Price Adjustment %				25%			10%	
PAYT Price Adjutment Additional Revenue				438,776	-	-	219,388	-
Total Revenues	4,446,091	4,764,505	4,582,697	5,260,397	4,398,273	4,462,221	4,747,454	4,815,253
Expenses:								
PAYT	1,756,730	1,754,882	1,805,611	1,859,779	1,915,573	1,973,040	2,032,231	2,093,198
Estimated PAYT Contract Adjustments					250,000	257,500	265,225	273,182
Recycling	1,180,050	1,174,569	1,213,187	1,249,582	1,287,070	1,325,682	1,365,452	1,406,416
Estimated Recycling Contract Adjustments					500,000	515,000	530,450	546,364
Estimated Collection Costs Adjustments					375,000	386,250	397,838	409,773
Other Services	1,563,245	1,420,673	1,676,779	1,727,082	1,778,895	1,832,262	1,887,230	1,943,846
Estimated Flow Control Adjustment					(1,387,263)	(1,428,881)	(1,471,747)	(1,515,900)
Landfill	85,110	82,910	83,690	86,201	88,787	91,450	94,194	97,020
Transfer Out to Parking	13,650	13,650	13,650	13,787	13,924	14,064	14,204	14,346
Capital Program:								
Capital Transfer				-	-	-	-	-
Bonded CIP			-	-	-	-	-	125,000
Debt Service:								
Future Debt Service Estimate				-	-	-	-	-
Existing Debt Service Schedule	21,050	21,050	20,532	20,122	18,642	18,302	17,897	16,630
Total Expenses	4,619,835	4,467,734	4,813,449	4,956,553	4,840,627	4,984,669	5,132,973	5,284,874
Projected Net	(173,744)	296,771	(230,752)	303,843	(442,355)	(522,448)	(385,519)	(469,621)
Fund Position:								
Beginning Working Capital	2,131,928	2,131,928	2,428,699	2,197,947	2,501,791	2,059,436	1,536,988	1,151,470
Ending Working Capital	1,958,184	2,428,699	2,197,947	2,501,791	2,059,436	1,536,988	1,151,470	681,849
10% of expenses	461,980	446,770	481,340	495,660	484,060	498,470	513,300	528,490

Water Fund Pro Forma
FY2022 - FY2028

	FY22 Budget	FY22 Estimate	FY23 Request	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected
Revenues:								
Sales and Operations	4,891,840	4,778,230	5,086,718	5,313,828	5,570,318	5,845,628	6,134,468	6,437,578
Fixed Rate	1,170,000	1,192,210	1,192,210	1,192,210	1,198,170	1,204,160	1,210,180	1,216,230
Service Charges	280,000	277,500	280,000	288,400	297,050	305,960	315,140	324,590
Capital Contribution	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Investment Income	76,000	3,500	3,500	3,520	3,540	3,580	3,690	3,800
Other	73,020	135,673	69,340	72,110	74,990	77,990	81,110	84,350
Total Revenues	6,510,860	6,407,113	6,651,768	6,890,068	7,164,068	7,457,318	7,764,588	8,086,548
			221,430	*228,900*	*265,690*	*278,520*	*292,280*	*306,720*
			166,000	*171,680*	*199,270*	*208,890*	*219,210*	*230,040*
			4.5%	4.50%	5.00%	5.00%	5.00%	5.00%
Expenses:								
Operations	3,383,219	3,298,483	3,516,391	3,621,880	3,730,540	3,842,460	3,957,730	4,076,460
Capital Outlay	119,000	119,000	124,000	127,100	130,280	133,540	136,880	140,300
Transfer Out - Trust	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Transfer Out - General	798,479	798,479	811,382	827,610	844,160	865,260	886,890	909,060
Transfer Out - Solid Waste	4,350	4,350	4,350	4,350	4,350	6,090	6,090	6,090
Transfer Out - Capital Projects	176,375	176,375	202,875	228,500	189,750	223,250	266,250	229,750
Authorized Unissued Debt		361,500						
CIP Project Amounts	Informational		587,000	895,000	2,370,000	1,760,000	980,000	1,550,000
Prior Year CIP Debt Service				86,946	89,410	237,281	178,534	90,641
Debt Service:								
Future Debt Service Estimate				86,946	176,357	413,638	592,172	682,813
Existing Debt Service Schedule	2,263,810	2,263,810	2,212,297	2,107,910	2,037,070	1,928,609	1,722,707	1,610,759
Total Expenses	7,005,233	6,920,497	7,131,295	7,264,296	7,372,507	7,672,847	7,828,719	7,915,232
Projected Net	(494,373)	(513,384)	(479,527)	(374,228)	(208,439)	(215,529)	(64,131)	171,316
Fund Position:								
Beginning Working Capital	3,887,830	3,887,830	3,374,446	2,894,919	2,520,690	2,312,252	2,096,723	2,032,592
Ending Working Capital	3,393,457	3,374,446	2,894,919	2,520,690	2,312,252	2,096,723	2,032,592	2,203,908
25% Operation Expenses	845,800	824,620	879,100	905,470	932,640	960,620	989,430	1,019,120
25% Debt Service / $500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
10% Rate Stabilization (5-15%)	489,180	477,820	508,670	531,380	557,030	584,560	613,450	643,760
Target Working Capital	1,834,980	1,802,440	1,887,770	1,936,850	1,989,670	2,045,180	2,102,880	2,162,880

Wastewater Fund Pro Forma
FY2022 - FY2028

Revenue	FY22 Budget	FY 22 Estimate	FY23 Request	FY24 Projected	FY25 Projected	FY26 Projected	FY 27 Projected	FY 28 Projected
Sewer Usage	7,606,893	6,414,895	7,020,495	7,195,195	7,427,945	7,685,895	7,952,645	8,228,655
Sewer Fixed Charges	-	1,553,598	1,553,598	1,554,000	1,554,000	1,554,000	1,554,000	1,554,000
Sewer Usage-Towns	195,000	340,198	340,000	340,000	340,000	340,000	340,000	340,000
Leachate Processing	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000
Septage Processing	125,000	225,000	175,000	175,000	175,000	175,000	175,000	175,000
Service Charges	23,100	103,100	48,100	48,100	48,100	48,100	48,100	48,100
Capital Contribution	40,000	40,000	20,000	20,000	20,000	20,000	20,000	20,000
Investment Income	104,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Other	80,410	138,423	336,187	336,187	336,187	336,187	336,187	336,187
Total Revenues	8,449,403	9,092,714	9,770,880	9,945,982	10,178,732	10,436,682	10,703,432	10,979,442
			172,280	*175,510*	*251,830*	*259,980*	*269,010*	*278,340*
			129,210	*131,630*	*188,870*	*194,990*	*201,760*	*208,760*
			2.50%	2.50%	3.50%	3.50%	3.50%	3.50%
Expenses								
Operations	5,014,707	4,962,503	5,330,658	5,463,924	5,600,522	5,740,535	5,884,048	6,031,150
Capital Outlay	58,000	58,000	63,800	63,800	63,800	63,800	63,800	63,800
Transfer Out - Trust	175,000	175,000	155,000	155,000	155,000	155,000	155,000	155,000
Transfer Out - General	991,967	991,967	1,045,440	1,071,576	1,098,365	1,125,825	1,153,970	1,182,819
Transfer Out - Solid Waste	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750
Transfer Out - Capital Projects	62,375	62,375	92,875	113,500	74,750	98,250	91,250	94,750
Authorized Unissued Debt		3,000,000						
CIP Project Amounts	Informational		4,435,000	2,140,000	4,452,500	7,102,500	9,120,000	4,960,000
Prior Year CIP Debt Service				740,892	201,218	453,592	739,119	965,362
Future Debt Service Estimate				740,892	942,110	1,395,702	2,134,821	3,100,183
Existing Debt Service Schedule	2,460,730	2,460,730	2,588,854	2,333,338	2,231,994	2,145,577	2,032,662	1,944,245
Total Expenditures	8,766,529	8,714,325	9,280,377	9,945,780	10,170,291	10,728,438	11,519,301	12,575,697
Projected Net	(317,126)	378,389	490,503	202	8,441	(291,756)	(815,869)	(1,596,255)
			Current Portion of State Grant					
FUND POSITION:								
Beginning Working Capital	4,706,415	4,706,415	5,084,804	5,575,307	5,575,510	5,583,950	5,292,194	4,476,324
Ending Working Capital	4,389,289	5,084,804	5,575,307	5,575,510	5,583,950	5,292,194	4,476,324	2,880,070
25% Operation Expenses	1,253,680	1,240,630	1,332,660	1,365,980	1,400,130	1,435,130	1,471,010	1,507,790
25% Debt Service / $500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
10% Rate Stabilization (5-15%)	760,690	641,490	702,050	719,520	742,790	768,590	795,260	822,870
Target Working Capital	2,514,370	2,382,120	2,534,710	2,585,500	2,642,920	2,703,720	2,766,270	2,830,660

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Debt Service Schedules

General Fund

Date	Principal	Interest	Total P+I
06/30/2022	-	-	-
06/30/2023	5,726,772.00	1,716,474.30	7,443,246.30
06/30/2024	5,424,922.00	1,483,478.96	6,908,400.96
06/30/2025	5,097,822.00	1,256,794.58	6,354,616.58
06/30/2026	4,660,222.00	1,055,574.85	5,715,796.85
06/30/2027	4,423,021.33	876,575.45	5,299,596.78
06/30/2028	3,566,900.00	708,150.74	4,275,050.74
06/30/2029	3,067,800.00	564,197.74	3,631,997.74
06/30/2030	2,831,600.00	443,474.74	3,275,074.74
06/30/2031	2,356,200.00	339,174.24	2,695,374.24
06/30/2032	2,070,200.00	262,115.00	2,332,315.00
06/30/2033	1,659,700.00	193,813.24	1,853,513.24
06/30/2034	1,466,700.00	143,709.76	1,610,409.76
06/30/2035	1,146,700.00	101,277.47	1,247,977.47
06/30/2036	827,200.00	74,105.52	901,305.52
06/30/2037	742,200.00	51,721.50	793,921.50
06/30/2038	585,000.00	31,625.00	616,625.00
06/30/2039	310,000.00	14,843.78	324,843.78
06/30/2040	180,000.00	6,337.50	186,337.50
06/30/2041	85,000.00	2,206.25	87,206.25
06/30/2042	40,000.00	850.02	40,850.02
Total	$46,267,959.33	$9,326,500.64	$55,594,459.97

Parking Fund

Date	Principal	Interest	Total P+I
06/30/2022	-	-	-
06/30/2023	1,015,900.00	256,536.66	1,272,436.66
06/30/2024	997,200.00	217,889.84	1,215,089.84
06/30/2025	1,009,400.00	178,788.09	1,188,188.09
06/30/2026	1,010,430.00	140,396.95	1,150,826.95
06/30/2027	510,000.00	111,384.06	621,384.06
06/30/2028	499,800.00	93,234.06	593,034.06
06/30/2029	260,000.00	75,665.06	335,665.06
06/30/2030	255,000.00	66,615.04	321,615.04
06/30/2031	210,000.00	58,315.00	268,315.00
06/30/2032	180,000.00	51,640.00	231,640.00
06/30/2033	180,000.00	45,340.00	225,340.00
06/30/2034	180,000.00	39,040.00	219,040.00
06/30/2035	180,000.00	32,740.00	212,740.00
06/30/2036	180,000.00	26,365.00	206,365.00
06/30/2037	180,000.00	19,990.00	199,990.00
06/30/2038	175,000.00	13,540.00	188,540.00
06/30/2039	145,000.00	7,002.50	152,002.50
06/30/2040	60,000.00	1,710.00	61,710.00
Total	$7,227,730.00	$1,436,192.26	$8,663,922.26

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Airport Fund

Date	Principal	Interest	Total P+I
06/30/2022	-	-	-
06/30/2023	50,000.00	12,612.52	62,612.52
06/30/2024	45,000.00	10,312.52	55,312.52
06/30/2025	45,000.00	8,262.52	53,262.52
06/30/2026	35,000.00	6,434.39	41,434.39
06/30/2027	25,000.00	4,906.26	29,906.26
06/30/2028	25,000.00	3,756.26	28,756.26
06/30/2029	25,000.00	2,606.26	27,606.26
06/30/2030	25,000.00	1,443.76	26,443.76
06/30/2031	10,000.00	468.76	10,468.76
06/30/2032	5,000.00	150.00	5,150.00
Total	$290,000.00	$50,953.25	$340,953.25

Golf Fund

Date	Principal	Interest	Total P+I
06/30/2022	-	-	-
06/30/2023	64,000.00	15,023.35	79,023.35
06/30/2024	62,700.00	12,382.50	75,082.50
06/30/2025	51,600.00	9,664.50	61,264.50
06/30/2026	51,600.00	7,470.50	59,070.50
06/30/2027	40,600.00	5,276.50	45,876.50
06/30/2028	31,000.00	3,412.50	34,412.50
06/30/2029	16,000.00	1,932.50	17,932.50
06/30/2030	15,000.00	1,150.00	16,150.00
06/30/2031	5,000.00	450.00	5,450.00
06/30/2032	5,000.00	200.00	5,200.00
Total	$342,500.00	$56,962.35	$399,462.35

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Arena Fund

Date	Principal	Interest	Total P+I
06/30/2022	-	-	-
06/30/2023	82,900.00	30,959.18	113,859.18
06/30/2024	80,000.00	27,842.76	107,842.76
06/30/2025	71,000.00	24,892.76	95,892.76
06/30/2026	70,000.00	22,096.50	92,096.50
06/30/2027	70,000.00	19,296.50	89,296.50
06/30/2028	65,000.00	16,521.50	81,521.50
06/30/2029	65,000.00	13,871.50	78,871.50
06/30/2030	65,000.00	11,221.50	76,221.50
06/30/2031	54,000.00	8,846.50	62,846.50
06/30/2032	48,600.00	7,036.50	55,636.50
06/30/2033	29,000.00	5,337.50	34,337.50
06/30/2034	29,000.00	4,467.50	33,467.50
06/30/2035	29,000.00	3,847.50	32,847.50
06/30/2036	29,000.00	3,222.50	32,222.50
06/30/2037	29,000.00	2,592.50	31,592.50
06/30/2038	25,000.00	1,962.50	26,962.50
06/30/2039	25,000.00	1,462.50	26,462.50
06/30/2040	25,000.00	962.50	25,962.50
06/30/2041	25,000.00	437.50	25,437.50
06/30/2042	5,000.00	106.26	5,106.26
Total	$921,500.00	$206,983.96	$1,128,483.96

Solid Waste Fund

Date	Principal	Interest	Total P+I
06/30/2022	-	-	-
06/30/2023	17,000.00	3,532.00	20,532.00
06/30/2024	17,000.00	3,122.00	20,122.00
06/30/2025	16,000.00	2,642.00	18,642.00
06/30/2026	16,000.00	2,302.00	18,302.00
06/30/2027	16,000.00	1,897.00	17,897.00
06/30/2028	15,150.00	1,479.50	16,629.50
06/30/2029	10,000.00	1,075.00	11,075.00
06/30/2030	10,000.00	825.00	10,825.00
06/30/2031	10,000.00	550.00	10,550.00
06/30/2032	10,000.00	275.00	10,275.00
Total	$137,150.00	$17,699.50	$154,849.50

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North End Opportunity Corridor TIF

Date	Principal	Interest	Total P+I
06/30/2022	-	-	-
06/30/2023	30,000.00	10,831.26	40,831.26
06/30/2024	30,000.00	9,631.26	39,631.26
06/30/2025	30,000.00	8,431.26	38,431.26
06/30/2026	30,000.00	7,531.26	37,531.26
06/30/2027	30,000.00	6,931.26	36,931.26
06/30/2028	30,000.00	6,181.26	36,181.26
06/30/2029	30,000.00	5,281.26	35,281.26
06/30/2030	30,000.00	4,381.26	34,381.26
06/30/2031	30,000.00	3,481.26	33,481.26
06/30/2032	25,000.00	2,656.26	27,656.26
06/30/2033	25,000.00	1,906.26	26,906.26
06/30/2034	25,000.00	1,156.26	26,156.26
06/30/2035	25,000.00	390.63	25,390.63
Total	$370,000.00	$68,790.75	$438,790.75

Sears Block TIF

Date	Principal	Interest	Total P+I
06/30/2022	-	-	-
06/30/2023	370,000.00	127,648.44	497,648.44
06/30/2024	378,800.00	113,888.61	492,688.61
06/30/2025	386,600.00	98,980.97	485,580.97
06/30/2026	395,570.00	83,524.61	479,094.61
06/30/2027	175,000.00	72,247.50	247,247.50
06/30/2028	170,000.00	65,547.50	235,547.50
06/30/2029	170,000.00	58,997.50	228,997.50
06/30/2030	170,000.00	52,435.00	222,435.00
06/30/2031	170,000.00	46,422.50	216,422.50
06/30/2032	170,000.00	40,385.00	210,385.00
06/30/2033	165,000.00	34,935.00	199,935.00
06/30/2034	165,000.00	30,385.00	195,385.00
06/30/2035	165,000.00	26,535.00	191,535.00
06/30/2036	165,000.00	22,572.50	187,572.50
06/30/2037	165,000.00	18,610.00	183,610.00
06/30/2038	165,000.00	14,535.00	179,535.00
06/30/2039	155,000.00	10,447.50	165,447.50
06/30/2040	155,000.00	6,627.50	161,627.50
06/30/2041	65,000.00	2,762.50	67,762.50
06/30/2042	65,000.00	1,381.26	66,381.26
Total	$3,985,970.00	$928,868.89	$4,914,838.89

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Penacook Village TIF

Date	Principal	Interest	Total P+I
06/30/2022	-	-	-
06/30/2023	218,100.00	139,520.73	357,620.73
06/30/2024	220,000.00	131,052.26	351,052.26
06/30/2025	220,000.00	120,602.26	340,602.26
06/30/2026	220,000.00	110,233.52	330,233.52
06/30/2027	220,000.00	99,946.02	319,946.02
06/30/2028	212,000.00	89,664.76	301,664.76
06/30/2029	210,000.00	79,464.76	289,464.76
06/30/2030	210,000.00	69,314.76	279,314.76
06/30/2031	210,000.00	59,139.76	269,139.76
06/30/2032	209,400.00	48,964.76	258,364.76
06/30/2033	195,000.00	40,756.26	235,756.26
06/30/2034	195,000.00	34,906.26	229,906.26
06/30/2035	195,000.00	30,953.13	225,953.13
06/30/2036	190,000.00	27,075.00	217,075.00
06/30/2037	190,000.00	23,275.00	213,275.00
06/30/2038	190,000.00	19,475.00	209,475.00
06/30/2039	190,000.00	15,675.00	205,675.00
06/30/2040	190,000.00	11,875.00	201,875.00
06/30/2041	190,000.00	8,075.00	198,075.00
06/30/2042	190,000.00	4,037.50	194,037.50
Total	$4,064,500.00	$1,164,006.74	$5,228,506.74

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Water Fund

Date	Principal	Interest	Total P+I
06/30/2022	-	-	-
06/30/2023	1,638,860.00	573,437.34	2,212,297.34
06/30/2024	1,598,628.00	509,281.75	2,107,909.75
06/30/2025	1,592,207.00	444,862.90	2,037,069.90
06/30/2026	1,542,997.00	385,612.22	1,928,609.22
06/30/2027	1,392,797.00	329,910.29	1,722,707.29
06/30/2028	1,333,360.00	277,398.58	1,610,758.58
06/30/2029	1,114,934.00	225,596.73	1,340,530.73
06/30/2030	1,005,570.00	182,046.36	1,187,616.36
06/30/2031	842,900.00	146,665.94	989,565.94
06/30/2032	723,700.00	121,234.94	844,934.94
06/30/2033	652,500.00	99,945.68	752,445.68
06/30/2034	642,500.00	82,270.68	724,770.68
06/30/2035	642,500.00	65,370.67	707,870.67
06/30/2036	582,000.00	49,005.02	631,005.02
06/30/2037	442,000.00	33,233.78	475,233.78
06/30/2038	335,000.00	21,518.76	356,518.76
06/30/2039	265,000.00	12,962.52	277,962.52
06/30/2040	235,000.00	6,556.26	241,556.26
06/30/2041	45,000.00	868.76	45,868.76
06/30/2042	10,000.00	212.50	10,212.50
Total	$16,637,453.00	$3,567,991.68	$20,205,444.68

Sewer Fund

Date	Principal	Interest	Total P+I
06/30/2022	-	-	-
06/30/2023	1,949,328.00	639,526.23	2,588,854.23
06/30/2024	1,908,978.00	566,717.14	2,475,695.14
06/30/2025	1,888,978.00	492,299.54	2,381,277.54
06/30/2026	1,837,178.00	423,193.62	2,260,371.62
06/30/2027	1,806,978.67	356,966.20	2,163,944.87
06/30/2028	1,626,600.00	292,979.23	1,919,579.23
06/30/2029	1,541,500.00	231,669.66	1,773,169.66
06/30/2030	1,418,500.00	174,372.96	1,592,872.96
06/30/2031	1,251,900.00	123,692.58	1,375,592.58
06/30/2032	913,100.00	81,561.58	994,661.58
06/30/2033	713,800.00	50,241.32	764,041.32
06/30/2034	346,800.00	28,939.80	375,739.80
06/30/2035	341,800.00	20,813.92	362,613.92
06/30/2036	276,800.00	13,298.26	290,098.26
06/30/2037	211,800.00	7,546.02	219,346.02
06/30/2038	45,000.00	2,475.00	47,475.00
06/30/2039	30,000.00	1,256.26	31,256.26
06/30/2040	15,000.00	487.50	15,487.50
06/30/2041	15,000.00	168.75	15,168.75
Total	$18,139,040.67	$3,508,205.57	$21,647,246.24