



CITY OF CONCORD

New Hampshire's Main Street™

City Manager's Office

Thomas J. Aspell, Jr.
City Manager

May 9, 2024

Honorable Mayor and City Council:

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

Fiscal Year 2025 Challenges

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

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

The City is continuing its efforts around diversity, equity, inclusion, justice and belonging (DEIJB) and is proposing administrative funding support for Systemic Equity Infrastructure. The City also continues to work closely with organizations such as the Overcomers Refugee Services, Ascentria, and Second Start. With a new fee structure in place, the City-Wide Community Center is used by local organizations such as Change for Concord, Project STORY, Riverbend Community Mental Health, and the Community Action Program. The City is a designated Recovery Friendly Workplace, as well as the first municipality in the state to be recognized with the New Hampshire Veteran-Friendly Bronze Business distinction.

The City Council and City staff continue efforts with diversity, equity, inclusion, justice and belonging (DEIJB) and works with the Municipal Equality Index. The Fiscal Year 2025 budget includes funding to facilitate a wider recruitment net from a diverse pool of candidates.

Fiscal Year 2024 Review

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

Key projects advanced throughout the City during the year included:

Private Projects

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

City Projects

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

City Private Partnership Projects:

- The partnership with the Friends of the Merrimack River Greenway Trail continues regarding a portion of the trail along the Merrimack River, between Exits 13 & 14;
- The design work continues with the New Hampshire Department of Transportation on the I-93 project specifications for Exits 13 with the Manchester Street corridor and Terrill Park, as well as the Loudon Road Bridge Design; and
- The partnership continues with the Boys and Girls Club of Central New Hampshire for the construction of a Penacook Library & Activity Center in Penacook Village, which is expected to open in September 2024.

Fiscal Year 2025 Budget

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

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

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

The recommended Fiscal Year 2025 Operating Budget comes after Standard and Poor’s Global Rating agency’s recognition of the City’s strong fiscal management. The City’s AA+ rating allows the City to secure favorable rates for infrastructure to support equity, affordability, and resiliency in all neighborhoods. However, a significant decline in fund balance may impact the City’s rating.

Fiscal Year 2025 Budget Assumptions

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

General Fund

Revenues:

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

Expenses:

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

Other notable items:

Finance and Technology – City Council Goal #1

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

Organizational – City Council Goal #2

The City continues to invest in its employees through training opportunities. This budget continues to build on this by funding ongoing training, tuition and conferences across all departments/funds. The Human Resources Department continues to use Circa Works, a service that promotes the City's job postings to over 600 national sites. This affords the City a more efficient and effective means to attract quality employees from a broader set of diverse candidate pools. The Human Resources Department is currently working on a citywide class and compensation study that will take approximately eighteen months to complete.

Housing/Homelessness – City Council Goal #3

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

Transportation and Utility Infrastructure – City Council Goal #4

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

Community and Economic Development – City Council Goal #5

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

Energy Environment and Sustainability – City Council Goal #6

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

Public Safety – City Council Goal #7

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

Recreation and Leisure – City Council Goal #8

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

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

Other Staffing

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

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

Protection of Open Space

Protection of the City's trail system is critical to ensuring the quality of life that many in the community value. In Fiscal Year 2025, the City continues funding for the part-time Trails Ranger position.

Tax Increment Finance Districts

The City's three Tax Increment Finance Districts continue to perform well. The Fiscal Year 2025 Budget continues to release approximately 67% of the captured incremental assessed value of the North End Opportunity Corridor TIF District to support the City's General Fund, as well as the Concord School District and other taxing authorities. The retained value will continue to preserve working capital for future construction of Storrs Street North, and portions of the Merrimack River Greenway Trail project, which will eventually traverse through the District. In Fiscal Year 2025, the Sears Block TIF District (SBTIF) is scheduled to release 20% of its captured assessed value or \$10.3 million to support the City's General Fund and other taxing authorities.

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

Solid Waste Fund

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

Water & Wastewater

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

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

Fiscal Year 2025 Proposed Capital Budget

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

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

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

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

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

The Merrimack River Greenway Trail phase that runs from Sewalls Falls Road to the Boscawen Town Line is proposed for design in the amount of \$221,000, pending acceptance of a grant and donations, and will be presented to City Council separately, at a later date, for appropriation.

The City's Sustainable Street Tree Program, replacing trees that have been removed in the City's right of way, is funded in the amount of \$10,000.

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

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

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

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

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

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

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

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

It is important to proceed with these large projects to facilitate economic development on The Heights. It is equally important to the amortization of the debt service payments over a longer useful life and the impact on the ratepayers.

Beaver Meadow Golf Course

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

Looking ahead

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

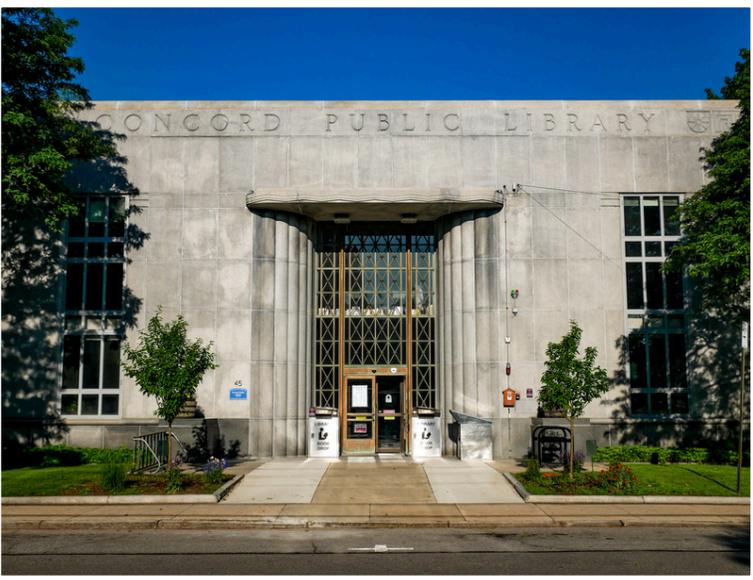
We have experienced solid revenue growth through smart economic development and continue to gain a better understanding of the long-term impacts of the pandemic, while at the same time preparing for shifts in value of real estate through the scheduled revaluation. To plan responsibly through changing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

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

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

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

I recommend this budget to the City Council.



City of Concord
FISCAL YEAR 2025

Budget in Brief

www.concordnh.gov





AA+
S&P Bond
Rating

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

Distinguished
Budget
Presentation
Award -
9th Year

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

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

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



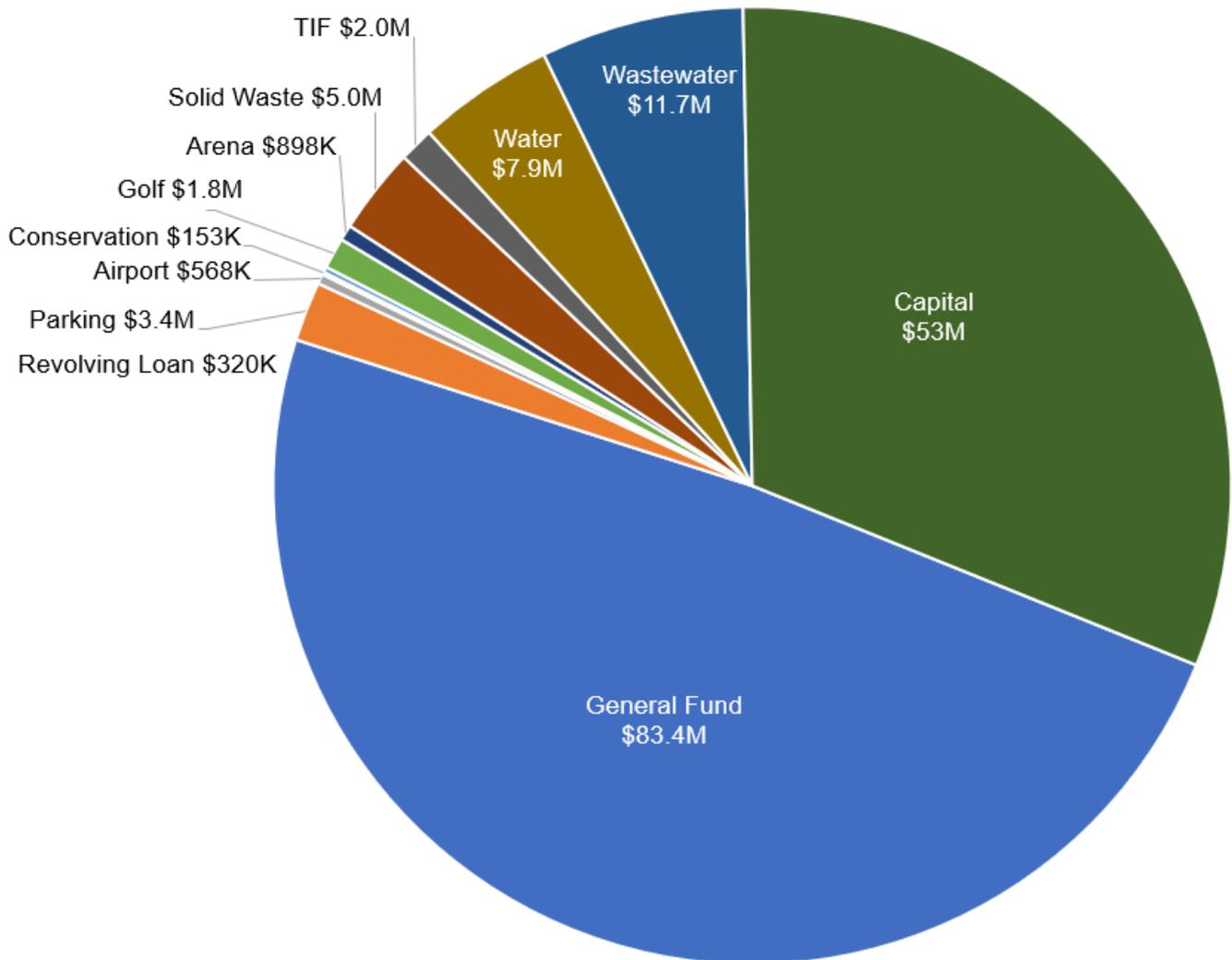
TOTAL BUDGET OVERVIEW

The FY25 budget includes a 3.47% tax rate increase

FY24 Adopted Budget*: \$130.7 million

FY25 Budget*: \$170 million

**Includes Capital Improvement Projects*



CURRENT PROPERTY TAX RATES

CONCORD: \$26.86



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

PENACOOK: \$29.15



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

TAX RATE IMPACT



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

What Do City Taxes Pay For?



33%
Fire

29%
Police

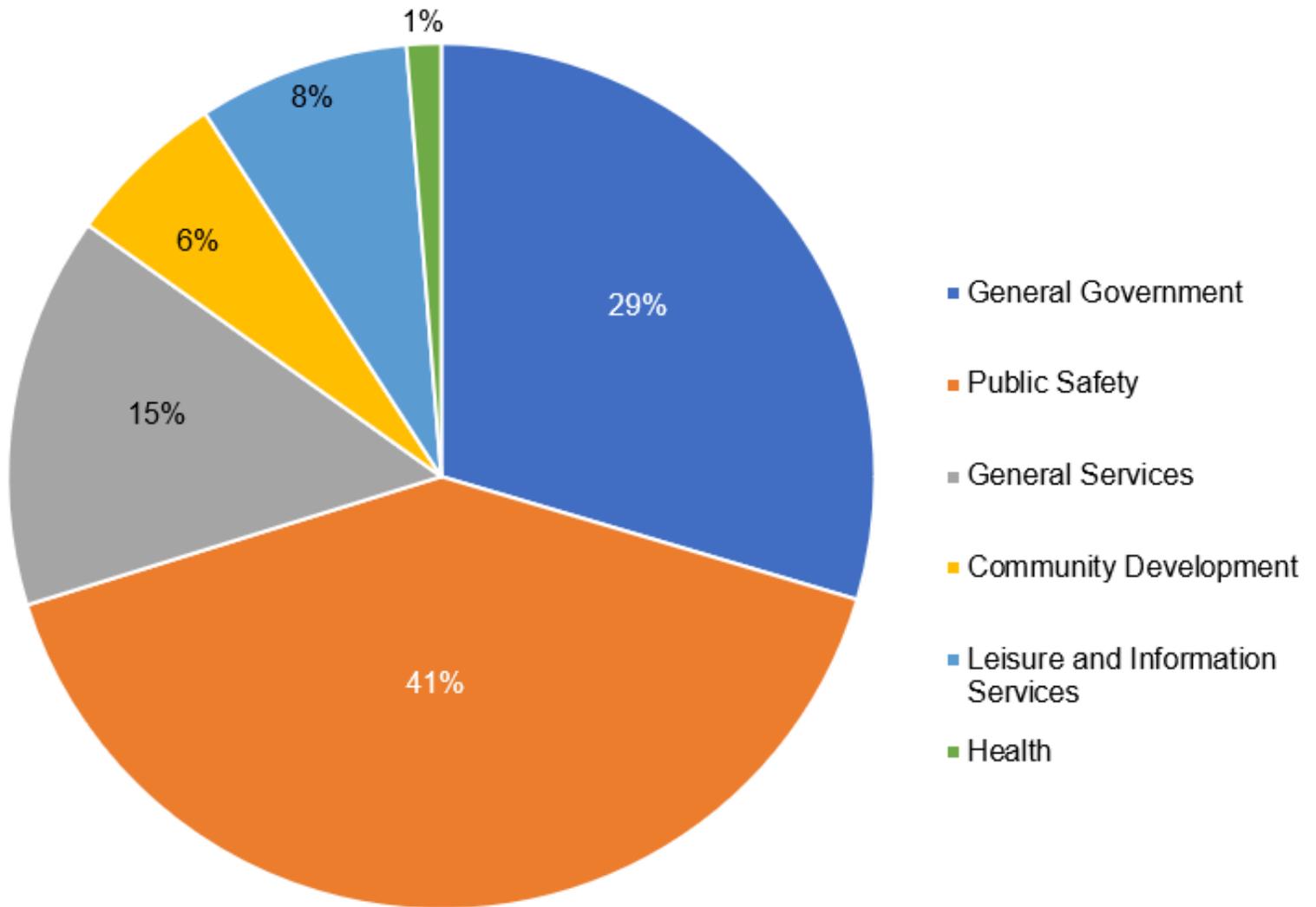
23%
**General
Services**

15%
**Debt
Service**

GENERAL FUND OVERVIEW

\$83.4 MILLION

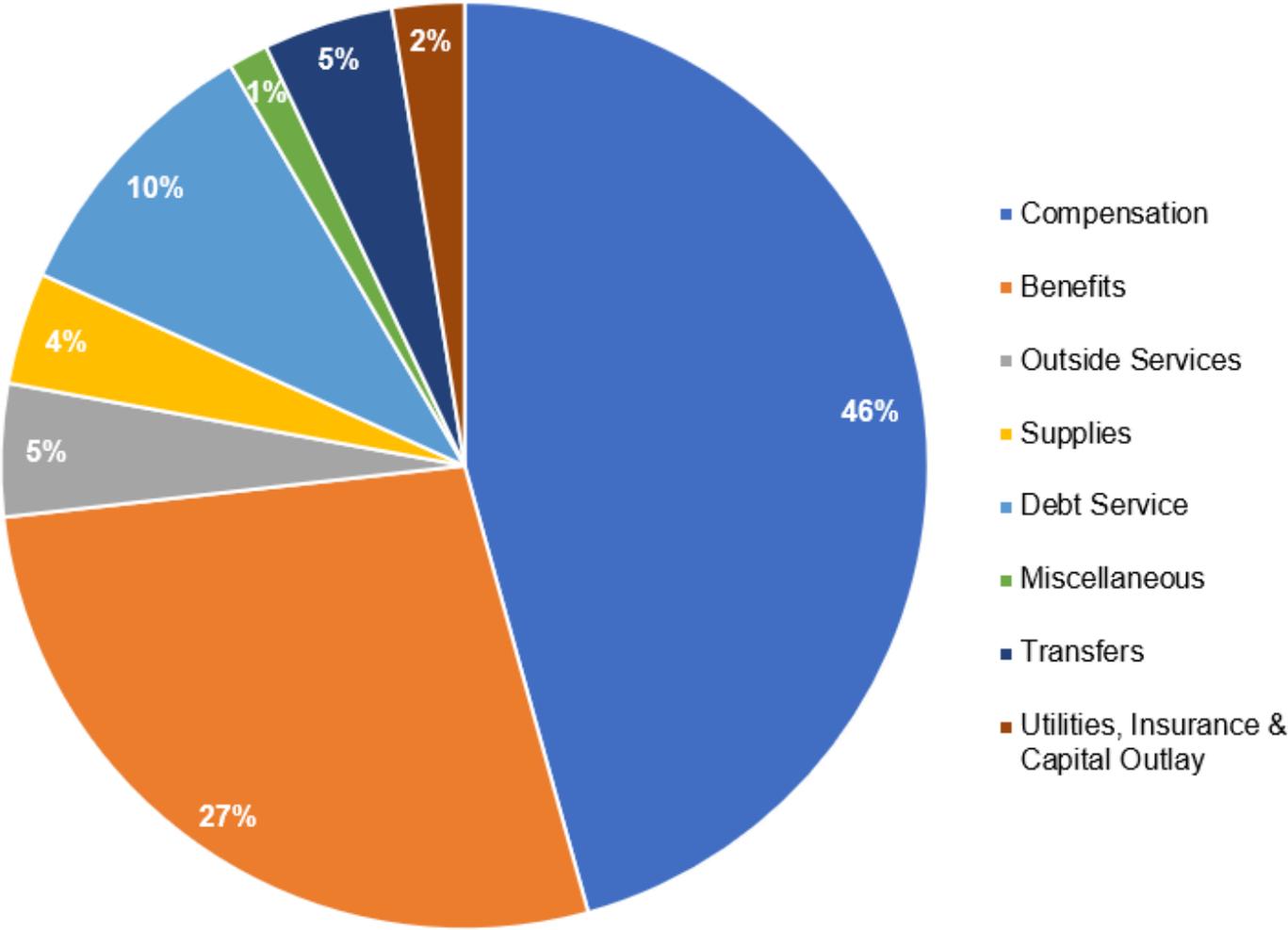
General Fund Expenses By Function



GENERAL FUND OVERVIEW

\$83.4 MILLION

General Fund Expenses By Classification



BUDGET TO BUDGET GENERAL FUND COMPARISON

FISCAL YEAR 2024 TO FISCAL YEAR 2025

Notable Budget Increases / Decreases



Compensation:
\$1.8 million



Benefits:
\$1.5 million



Use of Fund
Balance:
\$286K



Debt Service:
\$598K

NOTABLE ITEMS IN THE FY25 BUDGET



Design of New Police
Headquarters:
\$3.4 million



4 New Police
Vehicles: \$280K



New Airport Terminal
Facility:
\$5.1 million



Replace Engine 5:
\$1.1 million



Neighborhood Street
Paving Program:
\$2.9 million



Sewer Infrastructure
Improvements:
\$24.6 million

NOTABLE ITEMS IN THE FY25 BUDGET



7.75% Water
Rate Increase

8.0% Wastewater
Rate Increase



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



Increase in
Investment Income:
\$1 million

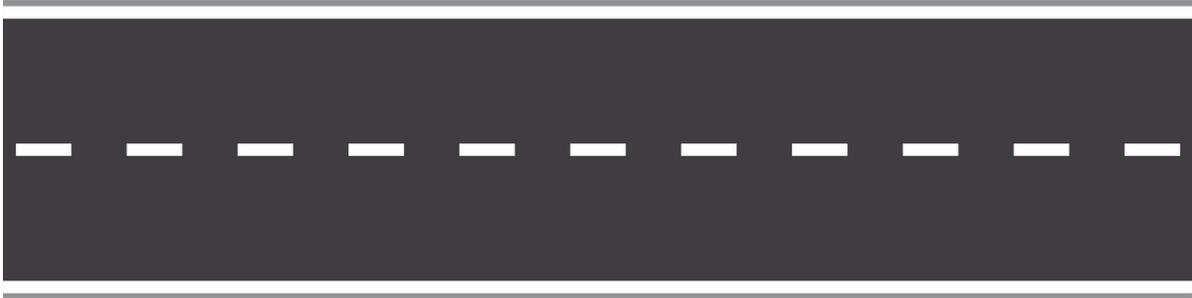


Increase in Human
Services Funding for
Staff & Programs:
\$248K



Total Use of Fund
Balance:
\$561K

NEIGHBORHOOD STREET PAVING PROGRAM



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

FY25: \$2.9 million

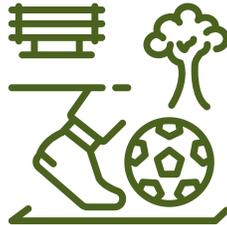
Annual transfer from the General Fund to the Highway Reserve:

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

CAPITAL IMPROVEMENT PROJECTS



Manchester Street
Improvements:
\$351K



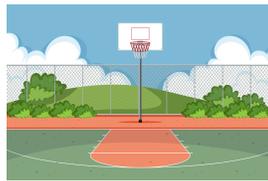
City-Wide
Recreation Center
Improvements:
\$50K



Merrimack River
Greenway Trail:
\$221K



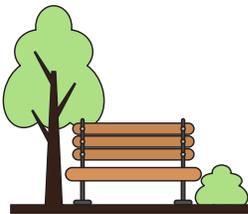
Downtown
Squares & District:
\$110K



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



Cemetery
Improvements:
\$151K



Kiwanis Park
Construction:
\$1 million

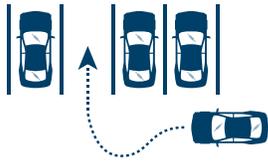


Assessing Full
Measure & List:
\$385K



Tree Planting:
\$10K

CAPITAL IMPROVEMENT PROJECTS



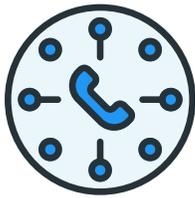
Golf Course Parking
Lot & Irrigation
Equipment:
\$1.5 million



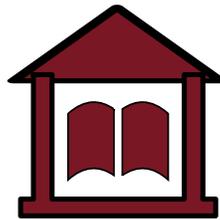
Parking Meters:
\$80K



Information Technology
Hardware/Software
Replacement:
\$250K



Information
Technology New
Telephone System:
\$300K



Library
Renovations:
\$60K



City Hall
Improvements:
\$375K



Library
Equipment:
\$24K



New Airport
Terminal Facility:
\$5.1 million

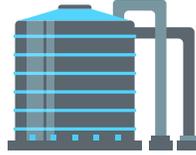


Traffic Signal
Improvements:
\$795K

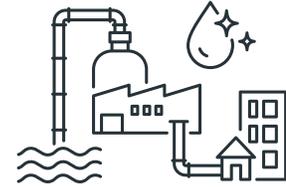
CAPITAL IMPROVEMENT PROJECTS



Stormwater
Improvements:
\$500K



Water Plant & Tank
Improvements:
\$460K



Wastewater Plants
Improvements:
\$5 million



Storm Sewer
Improvements:
\$540K



Water Meter
Replacement:
\$400K



Water Main
Cleaning & Lining:
\$550K



Wastewater Main
Rehabilitation &
Pump Station:
\$24.6 million



General Services
Vehicle
Replacement:
\$1.5 million



COMF
Improvements:
\$225K

CAPITAL IMPROVEMENT PROJECTS



New Police
Headquarters Design:
\$3.4 million



Police Communication
& Equipment
Replacement:
\$187K



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



Fire Station
Improvements:
\$250K

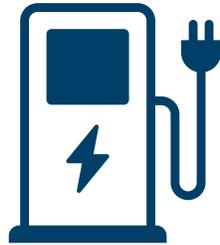


Fire EMS Equipment
Replacement:
\$405K

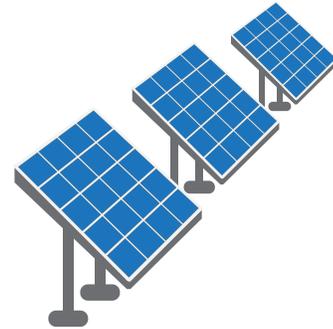


Bridge & Dam Projects:
\$352K

SUSTAINABILITY INITIATIVES



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



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

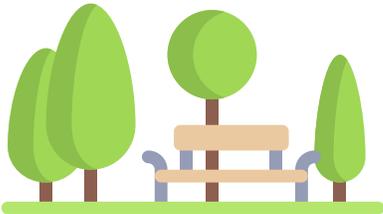


Trails Ranger position
(continued in 2025)

CONCORD AT A GLANCE



80+ miles
of trails



339 acres
of parks



220 miles of roads



301K circulation items
from Concord libraries
(2023)



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

LOOKING FORWARD

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

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

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

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

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

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